

The Power of Perceived Organisational Support in Shaping Organisational Commitment: The Mediating Roles of Self-efficacy and Job Satisfaction

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Abstract: *Developing a culture of positivity and trust is fundamental in overcoming obstacles at work. A positive and credible work environment is primarily dependent on organizational support. Organizational support creates a work atmosphere where employees can flourish and have a part in the company's success. Given this, this study investigates the impact of perceived organizational support (POST) on organizational commitment (ORC) in the telecom industry in Chennai. A sample size of 470 employees was surveyed to understand the relationship between these variables. Stratified random sampling was implemented to single out the respondents. Top two companies in the telecom industry were focused for the study. Structural Equation Modeling (SEM) was employed to analyze the data, examining the mediating roles of self-efficacy and job satisfaction in the relationship between POST and ORC. The study explores how POST influences employee outcomes such as job satisfaction and organizational commitment, highlighting the importance of organizational support in fostering a committed and productive workforce. The findings provide valuable insights into how perceived organizational support can indirectly enhance organizational commitment through its effects on self-efficacy and job satisfaction. This research offers both theoretical and practical implications for organizations in the telecom sector. It emphasizes the need for organizations to invest in creating supportive work environments to improve self-efficacy, job satisfaction and organizational commitment. The results of the study are relevant for practitioners aiming to improve organizational culture and enhance employee outcomes, particularly in service-driven industries like telecom.*

Keywords: Perceived organizational support, Self-efficacy, Job satisfaction, Organizational commitment

INTRODUCTION

The notions of organizational commitment (ORC) and perceived organizational support (POST) are related yet different. The organization's obligation to its people is reflected in POST, whereas ORC includes a moral responsibility, emotional connection, or cost-based justifications for employees to stay (Aube et al., 2007). Employee dedication is fostered by POST, which motivates them to take on new responsibilities and stick with the company. Dedication, work involvement, and goal pursuit are all improved by high commitment. POST is impacted by supervisor support, procedural justice, and organizational rewards, all of which increase organizational commitment. With POST, staff members feel appreciated, inspired, and more likely to return the favor by being accountable and performing well (Muchlish&Budianto, 2020). Self-efficacy (SEF) is a term in psychology that describes a person's self-reliance in their own capacity to expedite particular job or reach particular objectives. Those with high SEF are more dedicated to their work, take on difficult assignments, and do better at work. Employees who have a good conviction in their talents has a greater likelihood to put more effort and passion into their work, which can increase engagement (Musenze et al., 2021). Positively interacting with staff members and offering assistance boosts employee satisfaction and organizational commitment (ORC)(Akkoca, 2023). ORC was predicted to benefit from POST through the leverage of "Social Exchange Theory" and its reciprocity standard. It states that when employees see that their company is supporting them, they are more likely to return the favor by becoming more devoted to the company. Additionally, it was predicted that POST would be positively linked with both SEF and job satisfaction (JST) based on "Organizational Support Theory". High organizational support perceptions increase the probability that employees will be content in their job and certain in their abilities, both of which will strengthen their sense of commitment to the company. Even though POST and ORC are becoming more and more popular, little research has been done on how JST and SEF mediating the liaison between POST and ORC, particularly when it comes to employees of Indian telecom companies in Chennai. The mediating functions of JST and SEF on the link between POST and organizational commitment are still unexplored. Employee commitment may be significantly influenced by their perception of their organization's support, which may be influenced by job satisfaction and self-efficacy. This exploration intends to close the void by deciphering the liaising roles of JST and SEF on the POST-ORC link.

RESEARCH QUESTIONS

1. What is the link and strength between POST and JST?
2. What is the effect of POST on SEF?
3. Does the link between JST and SEF have a direct good effect?
4. How does JST favorably impact ORC?
5. What is the link between SEF and ORC?
6. How much does POST contribute to ORC?
7. How do JST and SEF affect the link between POST and ORC?

RESEARCH OBJECTIVES

1. To investigate POST and JST's direct and beneficial interaction.
2. To evaluate the direct and favorable relationship of SEF and POST.
3. To assess the positive impact of SEF on JST.
4. To examine JST's effects on ORC.
5. To determine whether SEF has a direct influence on ORC.
6. To look into how POST and ORC are causally linked.
7. To investigate how JST and SEF work as mediators between POST and ORC.

LITERATURE REVIEW

A person's uplifting emotional condition following their job evaluation that supports or aligns with their job values is known as job satisfaction, whereas the degree to which people feel their welfare is valued is known as POST. To meet today's business difficulties, service sector firms must adapt through instituting new working practices and cultivating a flourishing workforce. JST is crucial for organizational performance because satisfied employees perform better and contribute to positive outcomes. POST is important in improving employee well-being, which leads to augmented JST (Abid et al., 2021). In a variety of contexts, research has shown a robust beneficial association between SEF and JST. Through its connection to practical professional accomplishment, general SEF affects JST, whereas those with high self-efficacy effectively manage obstacles, which results in intrinsic satisfaction. JST is significantly impacted by SEF, which reinforces its crucial function in organizational contexts (Banerjee, 2016). A high level of SEF boosts confidence and motivation for career decision-making, goal-setting and further education. Employers who provide their staff members plenty of assistance can greatly increase their sense of SEF. Higher levels of SEF combined with POST lead to improved career outcomes and JST (Ni et al., 2024). High SEF workers have faith in their capacity to handle the responsibilities and difficulties of their jobs, which has a direct impact on their commitment to their jobs and organization. These workers are very dedicated to their jobs and are inclined to feel morally compelled to help their company succeed. Therefore, SEF plays a decisive role in raising ORC, which in turn affects both their general performance and the organization's success (Chandrika et al., 2022). Studies reveal a robust correlation between ORC and intrinsic as well as extrinsic job satisfaction. Employees who are happy with the elements of their job are more likely to be emotionally invested, committed and feel more accountable to the company (Ismail & Abd Razak, 2016). Employee discernment of how much the company regards their contribution and is concerned about their prosperity is crucial as stronger organizational commitment is frequently the result of this

perception. Motivated employees are disposed to respond with improved affective commitment, job performance and loyalty to the company (Hasan, 2023). To look into the linkages between POST and the other organizational outcomes, such as SEF, JST and ORC, following the observation, the subsequent hypotheses are drawn.

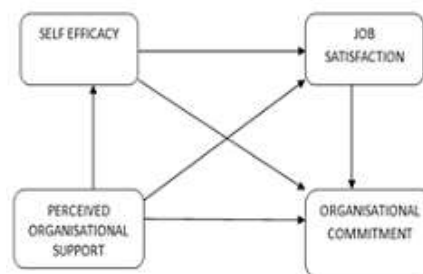


Figure 1 THE PROPOSED MODEL

The theories of “Social Exchange” and “organizational support” were considered to investigate the indirect effects of POST on ORC with the mediators SEF and JST. The study corroborates that through the prism of “Social exchange theory”, POST and ORC are related. According to the notion, an employee and the company have a number of interdependent interactions that might result in a positive working relationship where both sides feel they are getting something worthwhile. The tenets of “Social Exchange Theory” state that when workers see that their company is supporting them, they may feel obligated to return the favor by abiding by the “norm of reciprocity”. In an organizational setting, this may lead to workers feeling obliged to repay the good deed by demonstrating their continuous dedication to the company. It is anticipated that this increased emotional connect and sense of duty will boost organizational commitment. Nurturing approach by the organization is deciphered by employees as a sign of caring, according to “Organizational Support Theory”. First, employees who believe that the company is supporting them feel compelled to nurture the organization and assist it accomplishing its mission. Workers feel more assured that their company appreciates their improved output and emotional bond which results in higher job satisfaction. The model demonstrates the way “Job Satisfaction” (JST), “Organizational Commitment” (ORC), “Perceived Organizational Support” (POST), and “Self-Efficacy” (SEF) are interrelated. According to this model, SEF and JST serve as mediators, while POST is an independent variable affecting ORC which is a dependent variable. According to the model, greater “Perceived organizational support” can improve “Self-efficacy” and “Job satisfaction”, both of which have a favorable sway on “organizational commitment”.

H1a: POST positively influence SEF

H2a: POST has a significant impact on JST

H3a: SEF influences JST

H4a: SEF has a positive impact on ORC

H5a: JST has an effect on ORC

H6a: POST has its influence on ORC

It is anticipated that higher SEF and JST will result from POST, and that higher SEF and JST will result in an increased ORC. The “Social exchange theory” predicts that, in addition to this indirect effect, increased ORC would be directly influenced by perceived organizational support, which leads to the following hypothesis:

H7a: SEF and JST partially mediates the link between POST and ORC

METHODOLOGY

The study's goal is to investigate how JST and SEF functions as mediators in the rapport between telecom workers' POST and ORC. Employees of Chennai-based telecom companies make up the study's population. For the study, 470 respondents were chosen as the sample size. The survey comprised Airtel and Jio, the two biggest telecom companies in Chennai, and respondents were singled out by stratified random sampling technique. 235 employees from each of the two organizations took part in the study. The scale by "Eisenberger et al. (1997)" was deployed to appraise POST, which gauges how much employees believe their contributions are valued by the company. The "five-item Short Index of Job Satisfaction (SIJS)", which measures overall JST developed by "Sinval and Marôco (2020)", was engaged to measure JST. A "nine-item condensed version of the Organizational Commitment Questionnaire (OCQ)", created by "Mowday et al. (1982)", was deployed to gauge ORC. The six-item condensed version of the "Occupational Self-Efficacy Scale, tested by Schyns and Von Collani (2002)", was used to appraise SEF. To guarantee the validity and reliability of the scales utilized, items having an outer loading less than 0.7 were eliminated.

RESULTS

RESPONDENTS PROFILE

Men made up the majority of research participants (68%). The larger portion of respondents were single (61%), The age band between 25 and 35 (54%) constituted the majority, and the predominant educational qualification among respondents were Undergraduate degree (56%). Employees with 5–10 years of service formed the majority (42.9%).

MEASUREMENT MODEL

The reliability analysis of the study, namely, "Cronbach's alpha" (CA) and the "Composite reliability" of POST, SEF, JST and ORC were examined to settle on the "internal consistency" of each construct. According to Nunnally and Bernstein (1994), the reliability is acceptable if the CA is equal to or greater than 0.7. The CA of the parameters are higher than 0.7. High CR of the variables: POST, SEF, JST and ORC support indicate a powerful correlation between the objects of the construct and elevated "internal consistency". "Fornell and Larcker (1981)" suggested the CR needs to be higher than 0.6. Table 1 show that the CA and CR that measures the "internal consistency" are greater than the suggested values. Hence, there is a fine "internal consistency" between the objects of the construct.

Table 1: CA, CR and AVE

Dimension	CA	CR	AVE
POS	0.927	0.945	0.810
OC	0.910	0.941	0.800
JS	0.943	0.946	0.878
SE	0.865	0.911	0.773

Convergent validity is the level to which range of indicators of the concept are allied, confirming that they are indeed capturing the construct.

According to "Fornell and Larcker (1981) and Hair et al. (2018)", for "convergent validity" to be established, certain conditions must be met: (i) each construct's factor loading should exceed 0.7, (ii) the CR needs to be superior than 0.6, and (iii) the Average Variance Extracted (AVE) has to be above 0.5. Table 1 displays that the composite values are larger than 0.6 and the AVE are above 0.5. The "Harman's Single Factor Test" is a method utilized to appraise "Common method bias (CMB)" in survey data. According to this technique, the variance elucidated by the first factor in the factor loading is examined, and if it explains above 50% of the total variance (Podsakff et al., 2003), it suggests the incidence of CMB. The factor loadings are laid out in the Table 2 with Eigen value and percentage of variance

Table 2: FACTOR LOADINGS

INDICATORS	FACTOR LOADINGS	EIGEN VALUE	% OF VARIANCE
POST		4.409	23.543%
D_POST	0.883		
H_POST	0.939		
L_POST	0.898		
O_POST	0.879		
ORC		2.901	23.338%
E_ORC	0.879		
I_ORC	0.921		
M_ORC	0.972		
P_ORC	0.903		
JST		2.268	19.300
N_JST	0.943		
T_JST	0.961		
V_JST	0.903		
SEF		2.061	16.951
F_SEF	0.841		
J_SEF	0.918		
O_SEF	0.878		

In the analysis, a rotated solution was applied by forcing all items into a one-factor solution, but the analysis revealed four separate factors rather than a single underlying factor. The first factor, which explains the most variance, accounted for only 23.54% of the total variance. Since the first factor elucidates less than 50%, it hints that CMB is not found. It demonstrates that the data is driven by multiple factors and is not subject to a single one. Therefore, the data is not significantly predisposed by a single source or method, sustaining the credibility and distinctiveness of the measured constructs.

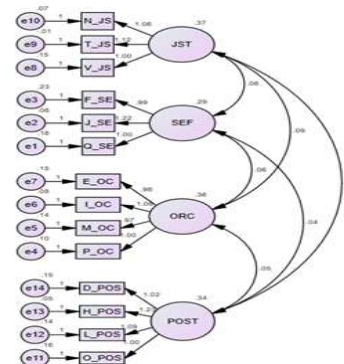
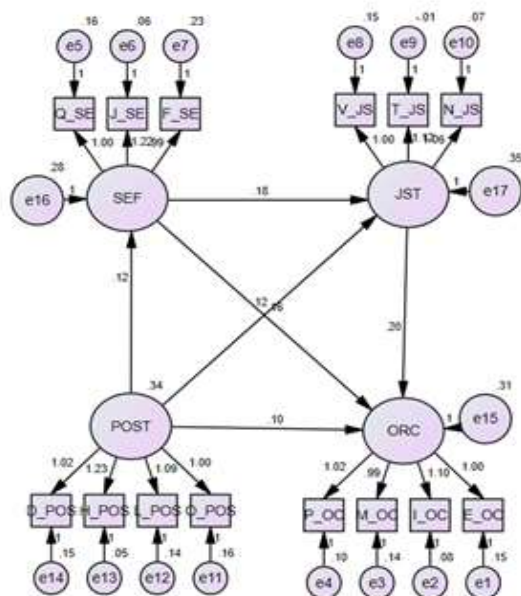


Fig. 2 illustrates the relationships between four latent constructs: “Job Satisfaction (JST)”, “Self-Efficacy (SEF)”, “Organizational Commitment (ORC)”, and “Perceived Organizational Support (POST)”. Each latent variable is measured by observed indicators connected with standardized factor loadings, indicating the strength of these associations. In the model evaluated the χ^2/df ratio of 3.170 and the other goodness-of-fit indices indicate an excellent fit between the model and the data. The values of “Comparative Fit Index (CFI)” of 0.972, “Goodness-of-Fit Index (GFI)” of 0.939, “Adjusted Goodness of Fit Index (AGFI)” of 0.910, “Tucker-Lewis Index (TLI)” of 0.964, and “Incremental Fit Index (IFI)” of 0.972 signify that the model precisely represents the data. Additionally, the “Root Mean Square Error of Approximation (RMSEA)” at 0.068 and the “Root Mean Square Residual (RMR)” at 0.017 elucidates that the model is considered as a good fit model.

STRUCTURAL MODEL

The SEM results were evaluated after analyzing the validity and reliability of the constructs. The Fig.3 presents the SEM. The hypotheses results were tested and they are shown in the Fig. 3 and Table 4.



The output demonstrated that the POST has a favorable and substantial effect on SEF ($\beta=0.117$, $t=2.575$, $p=0.010<0.05$). Hence, H1a was accepted. It was found that POST significantly influence JST ($\beta=0.123$, $t=2.545$, $p=0.011<0.05$). Thus H2a was accepted. Meanwhile, the test also revealed that SEF significantly predicts JST ($\beta=0.179$, $t=3.316$, $p=0.000<0.05$), consequently, H3a was accepted.

Table 4: STRUCTURAL MODEL RESULTS

Hypotheses	Relationships	β	t	P
H1a	SEF \leftarrow POST	0.117	2.575	0.010
H2a	JST \leftarrow POST	0.123	2.545	0.011
H3a	JST \leftarrow SEF	0.179	3.316	0.000
H4a	ORC \leftarrow SEF	0.161	2.997	0.003
H5a	ORC \leftarrow JST	0.196	4.281	0.000
H6a	ORC \leftarrow POST	0.101	2.120	0.034

Further, the analysis points to the presence of a constructive and noteworthy impact of SEF on ORC ($\beta=0.161$, $t=2.997$, $p=0.003<0.05$). Hence, H4a was supported. In addition, the result revealed the positive sway of JST on ORC ($\beta=0.196$, $t=4.281$, $p=0.000<0.05$), therefore, H5a is established. Finally, there was also affirmative and considerable sway of POST on ORC ($\beta=0.101$, $t=2.120$, $p=0.034<0.05$), establishing H6a.

Mediation Analysis

The “Bootstrap estimation process” was implemented in this study to unearth the indirect implications in the mediation model. In particular, the significance of the mediated pathway was assessed using a bootstrap sample of 5,000. The indirect effect's robustness and its relevance was evaluated using bias-corrected 95% confidence intervals.

Table 5: MEDIATION ANALYSIS

Hyp.	Path	Direct effect	Indirect t effect	p
H7a	POST \rightarrow SEF \rightarrow JST \rightarrow ORC	2.120 (0.034)	0.047	0.001

Table 5 outlines the findings of the mediation assessment, which scrutinized the indirect rapport between POST and ORC through SEF and JST. The outcome supported H7a by showing a substantial indirect effect of POST on ORC through SEF and JST ($b=0.047$, $p=0.001$). It can be inferred that SEF and JST partially mediate the relationship between POST and ORC because the direct effect of POST on ORC was also considerable ($b=2.120$, $p=0.034$).

DISCUSSION

By enhancing POST, organizations can magnify the positive influence of JST and SEF on employee commitment. Businesses with a powerful sense of purpose could draw in, motivate, and keep top talent. Employees may get involved, committed, and less inclined to depart an organization when they feel that they are an essential component of something important. Businesses can foster a "joyful atmosphere" at work since a positive work environment can increase commitment and employee happiness. By highlighting family-friendly policies and growth prospects, company executives may effectively convey why their organizations are ideal places for employees to work. To guarantee genuine improvement, policies should be actively implemented and evaluated on a regular basis. Establishing a robust anti-harassment culture that holds people accountable for inappropriate conduct and harassment is essential to provide a secured atmosphere for the employees. There are various restrictions on this study. First, its cross-sectional approach, which uses information gathered at a point in time, might not adequately represent how dynamic some events are. Second, the study was pursued in the telecom domain, which can curtail how broadly the outcomes can be functional in other cultural situations. Future research should look into whether the findings hold true for other nations and sectors. Furthermore, a “mixed-methods approach” can propose a deeper exhaustive comprehension of the interactions between variables.

CONCLUSION

This study concludes by highlighting the crucial role that POST plays in SEF, JST, and ORC among

workers in Chennai. It shows that employees are inclined to be committed when they consider that their company is supporting them, backed up by higher SEF and JST. Companies need to foster a positive workplace culture that promotes greater organizational commitment. Companies can greatly increase employee engagement and contribute to overall organizational performance by improving these antecedents.

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