

## Determinants and Consequences of Perceived Organizational Support (P.O.S) on Organizational Commitment (O.C): A Literature Review Approach

Dr. Khaled N. Alshuwairekh

Dean college of Business - Assistant Professor Dar Al Uloom University, Riyadh, Kingdom of Saudi Arabia.  
[khalshuw@yahoo.com](mailto:khalshuw@yahoo.com)

**Abstract:** In view of rapidly changing business environment, companies must devote greater effort to enhance their capabilities and it must not be forgotten that the success and competing power of the organization depend on committed, highly motivated, satisfied and innovative human resources. While discussion of perceived organizational support has been prevalent in the popular literature for many years, However this concept needs to be an ongoing study by researchers due to rapidly changing business environment. The main purpose of this study is to examine the effects of perceived organizational support on organizational commitment. In this research, organizational commitment was examined in terms of affective commitment, normative commitment and continuous commitment. This study is descriptive based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between Perceived Organizational and organizational commitment. The study is driven theoretically by the social exchange theory, the concept of perceived organizational support, which is the commitment of the organization towards the employee, the norm of reciprocity as well as the other relevant literature in the human resource management and organizational behaviour research. Based on descriptive study, the researcher has found a positive relationship between Perceived Organizational and organizational commitment, however, the researcher has develop a new managerial checklist to improve using perceived organizational support within the organization.

[Khaled N. Alshuwairekh. **Determinants and Consequences of Perceived Organizational Support (P.O.S) on Organizational Commitment (O.C): A Literature Review Approach.** *J Am Sci* 2016;12(5):1-9]. ISSN 1545-1003 (print); ISSN 2375-7264 (online). <http://www.jofamericanscience.org>. 1. doi:[10.7537/marsjas12051601](https://doi.org/10.7537/marsjas12051601).

**Keywords:** perceived Organizational Support, Organizational Commitment, affective commitment, normative commitment, continuous commitment, Job Conditions, rewards, fairness and supervisor support.

### Introduction

Nowadays many firms like to concentrate on gaining a competitive advantage in the market. The advance equipments, new technology, good marketing strategic, excellent customer services and many other elements can be the factors to build up for the advantages. However, human resource is the most important assets of an enterprise and its success or failure depends on their qualifications and performance. The employees are the repository of knowledge, skills and abilities that can't be imitated by the competitors. Technologies, products and processes are easily imitated by the competitors; however, at the end of the day, employees are the most strategic resource of the company.

Perceived organizational support concept is getting admired day by day in the management sphere of modern business world especially in the service sector. Organizational support, organizational commitment and satisfaction are strongly connected with motivation and performance. There are different types of assets that collectively make an organization work and make it successful out of which human resource is the most valuable asset and makeup the workforce of the organization. So in today's business world firm's competitiveness is based on the

competence on its human resource. Most of all organizational support is very important for the development of the employees. If employees are valued and rewarded in the organization they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization. Moreover, organizational commitment is identified as a factor which support the attachment of an employee with the organization (Mowday, 1998).

Sherony and Green (2002) told that, if employees respond positively to the support they receive from their organizations therefore, it is expected that perceived organizational support will encourage a strong longing to stay with the organization. Eisenberger et al. (Husain & Hasif, 2012) perceived that individuals with high perceived organizational support would be less likely to search for alternative employment in other organizations. According to (Eisenberger, 2001) perceived organizational support has long been considered a key predictor of organizational commitment. Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in a particular organization. This definition refers specifically to affective commitment because it is an emotional attachment-our feeling of loyalty-to the

organization. Organizational commitment is defined as the desire the part of an employee to remain of the organization. Organizational commitment influences whether an employee stays a member of the organization or leaves to pursue another job (turn over).

### **Research problem**

Researcher has found through pilot study that many of managers does not recognize about the real importance of perceived organization support and its effect on Organizational commitment on the other hand some managers belief that perceived organization support (P.O.S) will raise Organizational Commitment. Perceived organization support t in the workplace is an often-misunderstood concept. Perceived organization support is a term that many managers think they understand, but few actually do, and even fewer really put into practice.

### **Research question**

Based on research problem, the researcher formulate research problem as follow. what are the relationship between perceived organization support (P.O.S) and Organizational Commitment?

### **Research objectives**

By reviewing studies, reports, periodicals and books related to the topic of study, researcher can identify the main objectives of this research at the following objectives:

- 1- What is the meaning of perceived organization support (P.O.S) and its dimensions?
- 2- What is the meaning of Organizational Commitment and its dimensions?
- 3- What are the relationship between perceived organization support (P.O.S) and Organizational Commitment?
- 4- How can improve the relationship between both variables?

### **Research Methodology**

This study is descriptive based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study in order to investigate the relationship between perceived organization support (P.O.S) and Organizational Commitment.

### **Literature Review**

Organizational support is important as it guarantees assistance provided by the organization to deal with the demanding conditions, and to carry out ones job efficiently and effectively (George, Reed, Ballard, Colin & Fielding, 1993). which mean any action adopted by the organization or its representatives that indicates concern for the workers' welfare.

Perceived organizational support (POS) is defined as the degree to which employees believe that their organizations appreciate their contributions and

care about their well-being and (Eisenberger et al., 1986 and Eisenberger at al., 2002) found positive relationship between POS and job performance through their empirical study.

Perceived organizational support (POS) is distinct from other types of support available in the work-family conflict domain. Support generally consists of family-supportive policies developed by organizations, and family-supportive supervisors who provide help and understanding based on their interpersonal relationships with subordinates (Thomas & Ganster, 1995).

Organizational Behaviours (OB) theories like organizational support theory and Social exchange theory argues that the Organizational resources which has been received from the organization are more highly valued if they are based on discretionary choice versus a requirement. Discretionary choice implies an investment, whereas legislated or required actions are considered purely costs rather than investments. Thus, HR practices which are intended to enhance the organization's human capital (such as career development opportunities and providing good supervision) are an optional investment and discretionary, and should contribute to POS (Eisenberger et al., 1986).

### **Fairness and Perceived organizational support (P.O.S)**

Justice or Fairness as a concept refers to refers to employee perceptions of fairness in the workplace which mean a sense of equality towards the use and implementation of methods of resource distribution among employees which is also called procedural justice Zaki, M. (2006). Observation of justice and fairness in the implementation process should provide equal opportunities for everyone. Therefore, it can be said that justice

Justice requires clear Procedural justice and rules; the law enforcement procedure is fair only when it is possible for all people to benefit easily from the law. As a result, the procedural justice refers to the perceived equality in using the means to distribute the compensation of salaries and benefits (RaminMehr 2009). Procedural justice pursues two goals: First of all to protect the people's interests in the long term. Therefore, people get what they deserve. This procedural justice brings about the results of decisions such as consent, agreement, and commitment. The second goal of the procedural justice is symbolic and strengthens personal relationships with the group (trust in leaders) and organizational commitment. Fair procedures can be used as an indicator for people so that they feel they are valued and respected in the organization and it can improve the balance and trust in one's relationship with others. According to Social Exchange Theory, one of the employees and

managers' expectations is that managers and employers to treat them fairly. Consequently, when employees are treated fairly and ethically they will try to compensate somehow for it and this may happen through greater involvement in their work and spend more effort and time to perform their duties (Saks 2006). Fair behaviour is a demand that all employees who spend their time and energy within an organization are expecting it. Such expectations make leaders put more emphasis on the observation of fairness. A question that arises is that what happens when managers do not pay attention to such expectations. Greenberg believes that those managers who violate these norms through their unfair behaviour make the staff to show a negative reaction to such behaviours.

### Equity theory and Fairness

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person (Guerrero, Laura 2014). Equity Theory (Adam's Equity Theory) explains the thought process an employee uses to determine the fairness of management decision making.

Equity theory be illustrated by the following equation:

$$\frac{\text{individual's outcomes}}{\text{individual's own inputs}} = \frac{\text{relational partner's outcomes}}{\text{relational partner's inputs}}$$

If inequity is perceived, the employee may experience emotional reactions (such as anger) as a result. Adams proposed a number of ways that an individual would act to resolve the inequity, but research has not yet clarified when an individual would choose one path instead of another

Employee could decrease inputs (that is, work slower or more sloppily), thus equating the ratios

- Employee could try to get outcomes increased (by asking for a raise)
- Employee could try to get Other to work harder, thus equating the ratios
- Employee could try to get the Other's Outcomes reduced (e.g., by squealing)
- Employees could choose a different (i.e., more appropriate) Other. Note that this Other might not even be a fellow employee. People could compare themselves to people outside the company (for instance, old friends in the same type of job).
- Employees could cognitively distort the comparison they make (e.g., they could end up convincing themselves that they were in an equitable situation when in fact they were not).
- Employees could leave the situation (i.e., quit)

**Researcher Khaled:** has develop new definition of Fairness " the proper ways used to allocate the organizational resources among employees to achieve justice along with organizational goals "

### Supervisor Support and Perceived organizational support (P.O.S)

Support Supervisors play a critical role in the work lives. Supervisor support as a concept has been defined as the degree to which managers communicate with their subordinates and help and support them (Yamini Dozi,2009). Supportive supervisor communication (S.S.C) can strengthen the perceived organizational support through creating trust and confidence in the organization since supervisor of administrators are often seen as the representative of the entire organization. Therefore, if the supervisors provide the staff with the necessary support in the right time and to win their trust then through replication the employees feel that they are supported on the part of the organization (Arizi,2011).The strength of this relationship depends on the degree to which employees identify the supervisor with the organization.

### Superior-subordinate communication through:

Downward Communication: D.C communication that flows from upper to lower (such as manager to employer or superior to subordinate).

Upward Communication: transmission of messages from lower to higher levels of the organization (such as communication initiated by subordinates with their superiors).

### Organizational Rewards and Perceived organizational support (P.O.S)

Organizational Rewards and complete compensations strategy play an important role in business life. All successful companies appreciate their employees for the services they offer and reward them appropriately. Rewards, policies, and practices are related to the payment of salaries and benefits and appreciating the staff (Ansari,2010).In other words, the reward strategy is to ensure that employees' behaviour and performance in achieving the goals of the organization will be appreciated by the management (Armstrong 2002).

Compensation can be defined as all of the rewards earned by employees in return for their labor. This includes:

- **Direct financial compensation** consisting of pay received in the form of wages, salaries, bonuses and commissions provided at regular and consistent intervals.
- **Indirect financial compensation** including all financial rewards that are not included in direct compensation and can be understood to form part of the social contract between the employer and

employee such as benefits, leaves, retirement plans, education, and employee services.

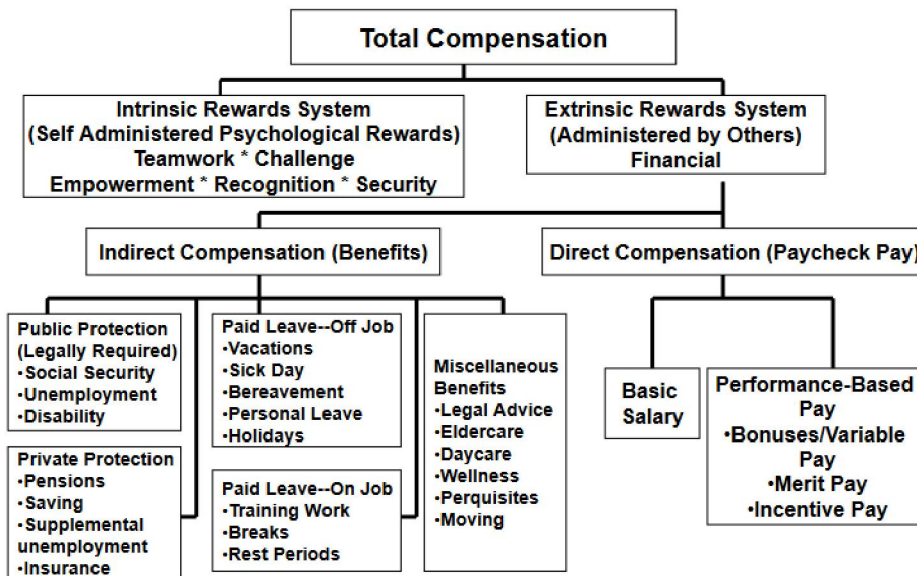
- **Non-financial compensation** referring to topics such as career development and advancement

opportunities, opportunities for recognition, as well as work environment and conditions.

Below table show the total perfect compensation in any organization.

**Difference between Upward and Downward Communication**

BASIC COMPONENTS	DOWNWARD COMMUNICATION	UPWARD COMMUNICATION
Direction:	It flows from superior to subordinate or from top to bottom.	It flows from subordinate to superior or from bottom to top.
Speed:	It is very swift or consumes less time and is empowered by the authority.	It is slow or time consuming as it has to pass through many levels.
Purpose:	It is to give orders for implementing instructions and executing responsibilities.	It is to provide feedback and give suggestions about how a task has been executed.
Nature:	It is authoritative and directive in nature.	It is informative and appellative in nature.
Examples:	It includes orders, circulars, notices, etc	It includes reports, proposals, suggestions, grievances, etc.



**Job Conditions and Perceived organizational support (P.O.S)**

Job conditions or working conditions refers to the working environment and all existing circumstances affecting labour in the workplace namely the level of responsibility, variety or diversity of tasks and the extent or degree to which a job satisfies a worker. Job features and conditions such as job security, autonomy, role stressors, and job training

are considered among correlates of job level with perceived organizational support. First of all, the assurance that the organization wants to preserve its employees for future (a point that is vital for the job security) will be nothing for employees but the perceived organizational support. When employees feel that they have control over their jobs and working conditions, i.e. when the employees are free to plan for their work and to choose the working procedures

on their own and add variety in their jobs, they will experience a higher level of organizational trust toward themselves.(Farasat & Ziauddin, 2013).

#### Researcher comments

Perceived organizational support POS affects all organizational policies. Creating favourable conditions of work, Supervisor support, appropriate rewards and fairness in the workplace that are human values leads to the enhancement of self-esteem, hope and personal growth of employees, however how can we highlight these dimensions in a way help managers to improve organizational support.

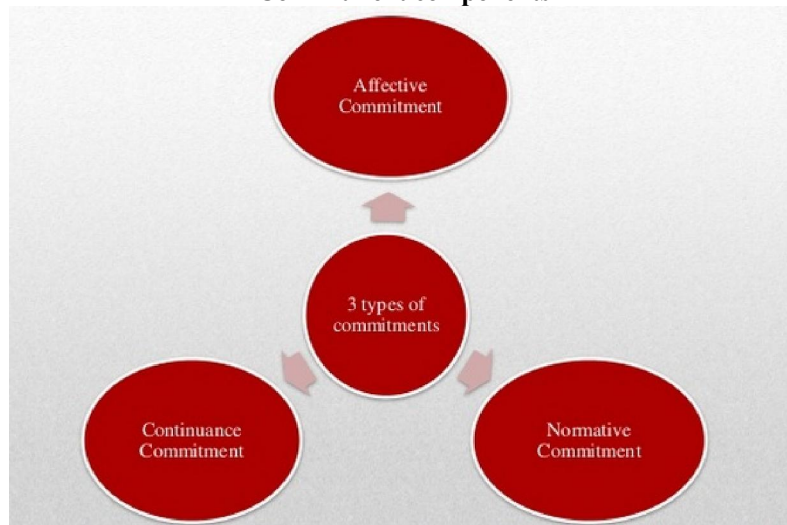
The four dimensions of perceived organizational support are fairness, supervisor support, and organizational rewards and job condition are interrelated to achieve organizational goals along with employees goals however organizational commitment and its dimensions should also be reviewed to investigate the relationship between perceived organizational support and organizational commitment

#### Organizational Commitment

Scholl (1981) stated that organizational commitment is defined as the attitude of the employee towards his job or the strength that attach an employee to the organization. Mowday et al. (1979) defined commitment as “an employee’s belief in and acceptance of an organization’s goals and values, a willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization”. Individuals form positive attitudes and psychological attachments with an organization, which postulates in an active relationship between employees and their organization (Mowday et al., 1979).

Colquitt, Lepine & Wesson (2009) organizational commitment is defined as the desire on the part of an employee to remain a member of the organization. Organizational commitment influences whether an employee stays a member of the organization (is retained) or leaves to pursue another job (turnover). There are three type of organizational commitment such as: affective commitment, continuance commitment and normative commitment.

#### Commitment components



#### Affective Commitment

AC is defined a psychological aspect relates to how much employees willingness to stay at their organization. If an employee is affectively committed to their organization, it means that they want to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations. as the employee's positive emotional attachment to the organization. Meyer and Allen pegged AC as the “desire” component of organizational commitment.

An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that “positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality” (Meyer & Allen 1991) In developing this concept, Meyer and Allen

drew largely on Mowday, Porter, and Steers's (2006) concept of commitment, which in turn drew on earlier work by Kanter (1968).

#### **Continuance Commitment**

The second dimension of the tri-dimensional model of organizational commitment is continuance commitment which refer to awareness of the costs associated with leaving the organization. Continuance Commitment is the "need" component or the gains verses losses of working in an organization. "Side bets," or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership (cf. Becker's 1960 "side bet theory" Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization. The problem with this is that these "side bets" don't occur at once but that they "accumulate with age and tenure".

#### **Normative Commitment**

The last dimension of the organizational commitment model is normative commitment. The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive "advanced rewards." Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being.

#### **Studies on perceived organizational supports factors and organizational commitment**

Researcher will concentrate on the previous researches' and studies which has been conducted on

the relation between POS and OC have found that there is a positive and statistically significant relationship between perceived organizational support (POS) and organizational commitment (OC).

(Benek Benlioglu & Gulsun Atanur Baskan, 2014) through studying the Effect of Perceived Organizational Support of University Teaching Staff on Organizational Commitment they found that affective commitment (%4), normative commitment (%52) and general organizational commitment (%1), are affected by the organizational support at a total rate of (%57). Besides this, the perception of organizational support is differentiated in respect of gender and also, normative commitment is differentiated in respect of status in favor of faculty members (Yuwen Liu, 2009) through his study Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company

Results indicate that perceived organizational support (POS) from both the parent company and the subsidiary significantly related to affective commitment and organizational directed OCB. The results also show that the affective commitment acted as a partial mediator of the relationship between parent company POS and organizational directed OCB, and a full mediator of the relationship between subsidiary POS and organizational directed OCB.

However, from the various studies on POS and organizational commitment, there are contradictory issues that could be argued. For example, studies on training had a contradictory finding; Wayne et al (1997) found employees who had more formal training and development experience reported higher level of POS and thus increased OC. On the other hand, POS was stronger when organizations offer less comprehensive training opportunities. This reflects a contradictory finding regarding interaction between perceived organization support and training. In addition, Whitener's (2001) study also indicated that employees with low perceptions of organizational support expressed higher commitment when they worked for organizations with more comprehensive training. However, when they worked for an organization with less comprehensive training, the employees with high perceptions of organizational support expressed high commitment. Thus, it can be argued that perhaps other unmeasured variables that related to employees' perception of special treatment might be interacting with perception of support and training that would affect the commitment. Another study on POS and OC is a study conducted by Tansky and Cohen (2001). They concluded that employee development activities were positively related to both POS and organizational commitment. However, due to

weak justification of the definition of variables, it is difficult to make a concrete judgment related to employee development activities and both POS and organizational commitment. These variables were also not empirically tested in this study. Although Allen et al (2003) found that human resource practices were related to POS, this study could be disputed because not all elements of human resource practices are included. This calls for further empirical study to assess the antecedents of POS and how it will affect commitment.

### Researcher checklist proposal

By reviewing studies, reports, periodicals and books related to the topic of study, researcher has

found significant relationship between perceived organizational support and affective commitment and normative commitment, but a negative relationship between perceived organizational support and continuance commitment (Ucar, 2010).

Although continuance commitment and normative is considered as a components of organizational commitments, however it also affect negatively in the long run on business life. Based on the literature study, researcher has create a new managerial guideline to improve using perceived organizational support within the organization to enhance affective commitment.

Subject	YES	NO	REASON
<b>Fairness and Perceived organizational support (P.O.S)</b>			
Do you have a clear Distributive justice?			
Do you have a clear Procedural justice and rules?			
Do you have a clear Interactional justice?			
when you feel you are being fair, others may not feel the same way?			
Do you consider the right people are in the right jobs in the organization?			
Do you distribute the job duties that each employee is expected to accomplish Fairley?			
Do you foster a climate of fairness in which all entities are perceived as fair, as there is reciprocity in fairness perceptions of entities?			
<b>Supervisor Support and Perceived organizational support (P.O.S)</b>			
Do you have a clear communication channel?			
Do you create upward communication channel?			
Do you listen to employees feedback and suggestions through upward communication?			
Do you create effective message during communication process?			
Do you Provide opportunities for social communication in which employees can share their stories and experiences related to the supervisors' and organizations?			
Do you Provide employees an outlet for their emotions and opportunities to experience positive emotions (e.g., open-door policies, employee assistance programs, wellness programs, team retreats, recreation teams).			
<b>Organizational Rewards and Perceived organizational support (P.O.S)</b>			
Do you pay direct financial compensation related to employees performances?			
Do you pay indirect financial compensation related to employees performances?			
Do you consider non-financial compensation related to employees performances?			
The organization has a compensation policy that complies with the rules and regulations of the country.			
employees see an adequate correlation between compensation and performance.			
Compensation packages are externally competitive for the sector.			
Compensation differentials are appropriate to motivate employees.			
<b>Job Conditions and Perceived organizational support (P.O.S)</b>			
Do you Provide job security for employees?			
Do you Provide autonomy for employees to do their work?			
Do you Provide flexibility to employees (e.g., adjustment of work schedules and how they complete their work)?			
Do you Provide equipments and facilities to employees to do their work?			
Advertise and emphasize organization's positive work environment, developmental opportunities, diversity, and low turnover rate in internal newsletters and in recruitment brochures and presentations.			
Do you think employees in the organization feel protected from exploitation (through a collective agreement or through an appropriate set of personnel policies).			
Do you have a health and safety policy.			
Measures and procedures are established in the organization for dealing with people in emotional or physical distress.			

## Conclusion

perceived organizational support (P.O.S) has been prevalent in the popular literature for many years, However this concept needs to be an ongoing study by researchers due to rapidly changing business environment.

Perceived organizational support concept is getting admired day by day in the management sphere of modern business world especially in the service sector. Organizational support, organizational commitment and satisfaction are strongly connected with motivation and performance. organizational commitment is defined as the desire on the part of an employee to remain a member of the organization. Organizational commitment influences whether an employee stays a member of the organization (is retained) or leaves to pursue another job (turnover).

This study is driven theoretically by the social exchange theory to examine the effects of perceived organizational support on organizational commitment. In this research, organizational commitment was examined in terms of affective commitment, normative commitment and continuous commitment.

Research has demonstrated Perceived organizational support and its dimensions also organizational commitment was examined in terms of affective commitment, normative commitment and continuous commitment. Previous studies which discussed the study topics has been review along with researcher comment and views.

This study is descriptive based on the collection and analysis of results of studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between Perceived Organizational and organizational commitment. The study is driven theoretically by the social exchange theory, the concept of perceived organizational support, which is the commitment of the organization towards the employee, the norm of reciprocity as well as the other relevant literature in the human resource management and organizational behaviour research.

Based on descriptive study, the researcher has found a positive relationship between Perceived Organizational and organizational commitment, however, the researcher has develop a new managerial checklist to improve using perceived organizational support within the organization.

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