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MARA UNIVERSITY OF TECHNOLOGY

**THE EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT IN THE
ORGANIZATIONAL COMMITMENT BEHAVIOUR OF MISC
EMPLOYEES'**

**A Final Project Report presented to the Faculty of Business Management
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By

Haslinda Binti Mohamad Suib

2001379645

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ABSTRACT

The study is to identify the level of correlated Perceived Organizational Support which might have significant consequence on the Organizational Commitment Behaviour of MISC employees.

The result of the study reveals that there is moderate association between the Perceived Organizational Support variables in influencing the organizational Commitment Behaviour of MISC employees.

The analysis also discloses there is another variable in influencing the Organizational Commitment Behaviour of MISC employees such as age and education background.

CHAPTER 1

1.0 Introduction

Employees' emotional bond to their organizational commitment has been considered an important determinant of dedication and loyalty. Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement in the organization's activities, their willingness to pursue the organization's goals, and their desire to remain with the organization (Rhoades, Eisenberger & Armeli, 2001; Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). Thus, perceived organizational support (POS) directly influences organizational commitment.

Organizational support theory (Rhoades, Eisenberger & Armeli, 2001; Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Shore & Shore, 1995) may help to explain employees' emotional commitment to their organization. The approach assumes in order to meet socio-emotional needs and to assess the organization's readiness to reward increased efforts, employees form general beliefs concerning how much organizational values their contributions and cares about their well being. POS may be encouraged the employees' tendency to ascribe humanlike characteristics to the organization.

CHAPTER 2

2.0 Literature Review

2.1 *Perceived Organizational Support (POS)*

Organizational support theory (*OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995*) holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Perceived organizational Support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviour such as absenteeism and turnover.

Organizational support refers to management encouragement of the service, training, design of service systems and organizational procedures for optimal service delivery (*Dienhart et al. 1992*).