

**IMPACT OF SOCIAL SUPPORT ON ORGANIZATION COMMITMENT IN  
COMMERCIAL BANKS IN NEPAL**

A Dissertation submitted to the Office the Dean, Faculty of Management in partial  
fulfillment of the requirements for the Master's Business Studies (MBS)

By

Keyur Lama

Campus Roll No.: 3342/074

Exam Symbol No.: 5651/ 18

T.U. Regd. No.: 5-2-36-1010-2011

Shanker Dev Campus

Kathmandu, Nepal

June, 2024

## CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled "**Impact of Social Support on Organization Commitment in Commercial Banks In Nepal**" The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of this dissertation.

.....

Keyur Lama

Date:

## Report of Research Committee

Mr. Keyur Lama has defended research proposal entitled "**Impact of Social Support on Organization Commitment in Commercial Banks In Nepal**" successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work and guidance of supervisor and submit the thesis for evaluation and viva voce examination.

.....

Arun Neupane

Dissertation Supervisor

Dissertation Proposal Defended Date:

.....

Dissertation Defended Date:

.....

.....

Asso. Prof. Dr. Sajeeb Kumar Shrestha

Head of Research Department

Dissertation Viva Voce Date:

.....

## APPROVAL SHEET

We, the undersigned, have examined the thesis entitled "**Impact of Social Support on Organization Commitment in Commercial Banks in Nepal**" presented by Keyur Lama, a candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

.....

Arun Neupane

Dissertation Supervisor

.....

Internal Examiner

.....

External Examiner

.....

Asso. Prof. Dr. Sajeeb Kumar Shrestha

Chairperson, Research Committee

.....

Asso. Prof. Krishna Prasad Acharya

Campus Chief

## ACKNOWLEDGMENTS

First and foremost, I would like to express our gratitude to thesis supervisor to. Arun Neupane for his consistent help and support to complete my thesis. Indeed, his guidance, cooperation, encouragement is very admirable and praiseworthy without which the research work would not have been possible. I am also greatly indebted to Research Head Asso. Prof. Dr. Sajeeb Kumar Shrestha and Campus Chief Asso. Prof. Krishna Prasad Acharya for the overall management and guidance to complete my thesis.

The Graduate Research Thesis entitled ” Impact of Social Support On Organizational Commitment in Nepalese commercial bank.” has been prepared to fulfill the partial requirement for MBS degree of Tribhuvan University It is matter of great delight and pleasure to complete this Graduate Research Project Report with the indispensable cooperation, guidance, and help from many individuals. I therefore take this opportunity to most sincerely express my gratitude to all of them.

Similarly, I am equally thankful to my all teachers and friends for their moral support and encouragement. They are always helpful and supportive towards me and I really appreciate them for their care and support. I also express my enormous gratitude to all the respondents who take their initiation to fill up my questionnaire and response to my queries without any hesitation. I am also very thankful and feel fortunate towards my parents for always supporting me in every steps of life. I cannot define the compassion and support of my parents in words.

**Keyur Lama**

## TABLE OF CONTENTS

	<b>Page No.</b>
<i>Title Page</i> .....	<i>i</i>
<i>Certification of Authorship</i> .....	<i>ii</i>
<i>Report of Research Committee</i> .....	<i>iii</i>
<i>Approval Sheet</i> .....	<i>iv</i>
<i>Acknowledgement</i> .....	<i>v</i>
<i>Table of Contents</i> .....	<i>vi</i>
<i>List of Tables</i> .....	<i>ix</i>
<i>List of Figures</i> .....	<i>x</i>
<i>Abbreviations</i> .....	<i>xi</i>
<i>Abstract</i> .....	<i>xii</i>
<b>CHAPTER I INTRODUCTION</b>	
1.1 Background of the Study	1
1.2 Statement of the Problem	5
1.3 Objectives of the Study:	7
1.4 Rationale of the Study	8
1.5 Research Hypothesis	9
1.6 Limitations of the Study	9
<b>CHAPTER II LITERATURE REVIEW</b>	
2.1 Organizational Commitment Review	10
2.1.1 Affective Commitment	14
2.1.2 Continuance Commitment	14
2.1.3 Normative Commitment	15
2.2 Social Support Review	17
2.3 Managerial Support Review	19
2.3.1 The Effect of Perceived Organizational Support on Organizational Commitment	20
2.4 Supervisor Support	22
2.5. Job Support	23

2.6. Empirical Review	23
2.7 Research Gap	29

### **CHAPTER III RESEARCH METHODOLOGY**

3.1 Research Design	31
3.2 Population and sample	32
3.3 Nature and Sources of Data	32
3.3.1 Primary Data	32
3.4 Instrumentation of Data Collection	33
3.5 Methods of analysis	33
3.6 Statistical Tools	34
3.7 Conceptual Frameworks	34

### **CHAPTER- IV RESULTS AND DISCUSSION**

4.1 Respondent Profile	38
4.1.1 Gender of the Respondent	38
4.1.2 Age Group of the Respondents	39
4.1.3 Academic Qualification of the Respondents	39
4.1.4 Present Position at Bank	40
4.1.5 Year of Joining in the present Organization	40
4.1.6 Earning per month	41
4.2 Reliability Analysis	41
4.3 Descriptive analysis	42
4.4 Correlation Analysis	43
4.5 Multicollinearity	45
4.6 Model Summary	45
4.7 Regression	46
4.8 results	48
4.9 Discussions	50

**CHAPTER V SUMMARY AND CONCLUSION**

5.1 Summary	52
5.2 Conclusions	55
5.3 Implications	55

**References****Appendix**

**LIST OF TABLES**

	<b>Page No.</b>
Table 1:Gender	38
Table 2 :Age Group	39
Table 3 :Academic Qualification	39
Table 4:Present Position	40
Table 5:Year of Joining	40
Table 6:Earning Income	41
Table 7:Reliability Analysis	42
Table 8: Descriptive	43
Table 9:Correlations	44
Table 10:Test of Multicollinearity	45
Table 11: Model Summary	41
Table12:Regression	42

## **LIST OF FIGURERS**

**Page No.**

Figure 1: Conceptual Framework

35

## ABBREVIATIONS

AC	:	Affective Commitment
ANOVA	:	Analysis of Variance
CA	:	Correlation analysis
CC	:	Continuance Commitment
CS	:	Collinearity Statistics
HR	:	Human Resource
JS	:	Job Support
MS	:	Management Support
NS	:	Normative Commitment
OC	:	Organizational Commitment
OS	:	Organizational Support
RA	:	Reliability analysis
SC	:	Standardized Coefficient
SD	:	Standard Deviation
SPSS	:	Statistical Packaged for Social Sciences Software
SS	:	Social Support
UC	:	Unstandardized Coefficient

## ABSTRACT

The research reveals that Social support plays a prominent role in a Banking sector and on an individual's commitment towards the fulfillment of employees and organizational goals. Among the Job support, Managerial Support and Organizational Support which falls under the categories of Social support, the employees of private bank in Nepal considered the factors as an important to continue the job and maintain sound well-being of the employees with satisfaction.

Research has demonstrated the impact of social support in organizational commitment in Nepalese commercial banks. For the survey, 202 employees were randomly selected from Nepalese commercial banks. The data analysis is conducted through the calculation of frequencies: mean, standard deviation, Cronbach alpha, correlation and regression analysis. The performance measures like organizational commitment has been used as dependent variable while organizational support, managerial support, job support have been considered as independent variable. The results indicate that organizational support and managerial support have a positive and significant impact on organizational commitment. In contrast, job support has an insignificant impact on organizational commitment. The study also investigated the effects that perceived support from supervisors, co-workers and organizations had on employees' commitment to the employing and client organizations.

It is suggested that the Banks top management should put attention much more to make a direct relationship between social support and organizational commitment. In doing so the top management should enhance the social support among employees by providing reasonable retirement benefit, PPF, monetary benefit etc. Keeping in view to sustain the level of employees commitment at higher level, top management should be very carefully match the length of tenure and social support. In the greater interest of increasing organizational commitment, through the increase level of efficiency of employees the top management should create a work culture environment within the organization. It is likely that there is relationship between how much an employee perceives support from supervisors and co-workers and the level of commitment they have towards the organization.

*Keywords: Social Support, Organizational Commitment, Banking Sector.*

# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

The impact of social support on organizational commitment in commercial banks in Nepal refers to the influence that interpersonal relationships and networks within the workplace have on employees' dedication, loyalty, and attachment to their organization. Social support encompasses various forms of assistance, encouragement, and resources provided by colleagues, supervisors, and the organizational culture itself. A study by Bhattarai, S., & Adhikari, D. (2019) titled "Impact of Social Support on Organizational Commitment: A Study of Banking Sector in Nepal" delves into this subject. The researchers investigated the relationship between social support and organizational commitment among employees in commercial banks in Nepal. They explored how factors such as supervisor support, coworker support, and organizational support influence employees' commitment to their respective organizations.

In this context, "social support" can include emotional support, instrumental support (such as providing resources or assistance with tasks), informational support (providing advice or guidance), and appraisal support (offering constructive feedback or recognition).

The findings of this study may suggest that higher levels of social support within the workplace lead to increased organizational commitment among employees in commercial banks in Nepal. This insight can be valuable for bank management in fostering a supportive work environment that enhances employees' commitment and ultimately contributes to organizational success.

Organizations function as social systems, sustaining themselves by achieving broad objectives like profitability, community service, and specific goals such as employment generation, product or service innovation, and reputation enhancement. To achieve these aims, organizations must effectively address factors like meeting employees' individual needs and fostering organizational commitment through job satisfaction. Organizational commitment, referring to an individual's emotional connection to the organization, serves as a predictor for work-related outcomes such as turnover, job performance, and organizational citizenship behavior. Various

factors, including role stress, empowerment, job security, employability, and leadership distribution, influence an employee's sense of organizational commitment. This commitment forms a vital bond between the employee and the organization and is influenced by personal attributes like age, tenure, and dispositional factors, as well as organizational elements such as job design and leadership style. Additionally, external factors like alternative employment options also impact commitment levels. (Luthans, 2002)

Organizational commitment, crucial for any company, hinges on aligning individual goals with those of the organization and successfully achieving them. When employees feel deeply connected to their organization, viewing themselves as integral parts, meeting their social and physiological needs, and believing that their personal goals can be achieved through the organization's objectives, they tend to be more productive and closely aligned with the organization's values. Recognizing this, many successful organizations prioritize fulfilling employee needs, as they understand that fostering satisfaction among employees leads to stronger commitment and ultimately enhances organizational success (Poppla et al., 2007). The level of organizational commitment is dependent on whether organizational aims are correspondence to employees' norms and values; whether the individual needs are fulfilled. Individuals primarily need economic power and social interaction. In this direction, attainment of organization objective is hinged on the significant impact both positive and negative that employees have on organizational performance and productivity (Wagar, 2003). Spending time in a successful organization, namely work life enables the individual to improve himself/herself in the matters of fulfilling their basic needs, increasing their self-confidence by creating and producing and gaining others' appreciation and respect. Besides it gives the individual opportunities for fulfilling the needs. Supportive relationships established in work life, where the individual spends about one-third of his/her life, positively affect cooperation among friends, communication in working groups, and feeling of being esteemed to him/her, job satisfaction and motivation. It is seen that the individuals who feel someone love him/her rely on his/her organization and get happier, more productive and successful and more satisfied with working groups and more loyal to organization and their work. Because the individuals' communication with colleagues and manager whom they spend time together and perceived social support that means how the individual has been perceived by the others are very important to overcome the problems which

they face in their work life and to increase their motivation and performance. On the other hand, the support which the individual perceives from his/her private life environment (family, friends, relatives etc.) is a factor affecting performance in work life as the support which the individual perceives from the people in work environment.

Social support entails feeling cared for, valued, and connected within a network of relationships. This support network fosters positive experiences and provides individuals with stable roles within their workplace. Consequently, social support contributes directly or indirectly to the development of organizational commitment, particularly within the banking sector. It significantly influences an individual's dedication to achieving both personal and organizational objectives. Conversely, negative aspects of close relationships can detrimentally impact physical, mental, and social well-being. Social support sources are typically categorized as familial, friendly, or partner-based in personal life, and managerial or colleague-based in professional settings, aiding in problem-solving. Recent research, exemplified by authors like Coyne and Downey (1991), Ell (1996), and Hupcey (1998), emphasizes perceived social support over provided support, highlighting how individuals interpret and perceive the support they receive. The terms of both organizational commitment and perceived social support draw attention as two significant subjects to be increased success and performance of all the organizations which is a social system and to be formed structure of the modern society. Social support is strategic and defined as the belief that one is cared for and loved, esteemed and valued and belongs to a network of communication and mutual obligation. By virtue of social support, employees can occur a large social network which provides a person with regular positive experiences and a large set of stable socially rewarded roles in the community.

Humans are social beings, and for many bankers in the context of Nepal it is true that they spend more time at banks with their co-workers and bank customers than with their family. Many research and bankers response in Nepal has observed that social support is an important factor which brings more effectiveness in business organization. These findings have encouraged researchers, practitioners, and the management of the bank to investigate the mechanisms underpinning social support in the workplace and its

respective links to worker's health and well-being further; and additionally to investigate how social support can be integrated into workplace policies, practices, and interventions. The Commercial Bank aims must be finding evidence base examination of finding the link between social support and health, and will present practical information on how to enhance social support at the workplace for the further profitably and existence of banking sector. Social support in the banking sector can be mainly categorized by either the type of social support or by its source. Typically viewed types of social support include: Social Support which is instrumental or practical support like practical help, assistance, or financial support, Organization Support or emotional support which includes comfort, sympathy, encouragement whereas, Managerial Support which is informational support like providing information which may help the respondent in problem solving.

Commercial banks provide wide range of transaction having large volume of business serving in different forms with utmost transparency and reliability. Effective service delivery is highly substantial in banking sector to remain at competitive position. The relationships between employees and customers are vital indicator to measure customer satisfaction and dissatisfaction in their offices. So, it is very essential that banks and financial institutions should assure and encourage social support to employees for the outstanding performance of the employees for the outstanding performance of the organization. Banking sector plays a vital role as a financial intermediary in the economic development of the country. Among those factors, impact of employee participation on job satisfaction, employee fairness perception and organizational commitment, also considered as one of the most important factors that improves the performance of commercial banks. Organizational commitment is considered as a critical success factor for organizations because it enhances employee retention, increases productivity, reduces turnover, enhances loyalty, improves teamwork and ultimately increases the financial performance of commercial banks. If rules are applied fairly and consistently to all employees and if they are rewarded based on their performance and merit, then employees will perceive the evaluation process as fair. This will lead to higher organizational commitment. However, if employees perceive organizational procedures as unfair, they may take destructive actions which may lead to reduced organizational commitment. Unfair procedures will cause a reduction in organizational commitment. Banks and financial institutions are the main stay of

economic progress of a country, because the economic development highly depends upon the employee participation, extent of mobilization of resources and investment and on the operational efficiency of the various segments of the economy.

The banks management's continuous commitment in finding that Employees tend to remain with the organization because they feel they need to. The level of continuance commitment is determined by an employee's lack of viable alternative forms of employment and high investment of time and effort they have put into the organization. To accomplish these goals, organizations primarily should be successful in some points like satisfying individual needs of employees, providing and maintaining their organizational commitment by ensuring job satisfaction. Organizational commitment in management indicates an attempt on the part of an employer to build employees into a team which works towards the realization of a common objective. It is a mental and emotional involvement of a person in a group situation which encourages them to contribute to goals.

The employees of the bank those who have high organizational commitment are more self-sacrificing than expected and are less disposed to absenteeism, being late and making the end of organization membership. For these reasons, it is seen that these employees' expenditures are lower. Besides it is pointed out that these employees are more willing, easy-going, productive and steady to perform their duties and more contributive to innovations and creativity.

Management, in particular, should be mindful of how they can successfully address their employees' needs and recognize that their good intentions can have negative consequences if they are perceived to violate their employees' sense of privacy. The researchers recommend that a foundation of good communication skills, emotional intelligence, and understanding of nonverbal signals can provide help with successful navigation of employees' support needs. In turn, organizations have a responsibility to ensure that managers have the support they need to develop and practice such skills, such as through sessions. The concern of the banks management towards providing social support like organization support, job support and managerial support can reduce employee turnover ratios, productivity and work life balance .The service sector such as banking sector must provide continuous effort towards maintaining social support to the employees in order to generate productivity.

## 1.2 Problem Statement

Prior research has found that organizational commitment is not as expected in an organization. Human resource dramas a very important role in order to increase the organizational productivity and profitability. If the employee is not free from stress and working under stressful environment then it is not possible for the organization to achieve its goals and objective. In order to gain the employee commitment towards the organization, organization should have to provide stress free environment to the employees. It is observed that in the last decade, banks have been going through enormous changes in its organizational structure. New technology and new ways of structuring the operation has affected the working condition and daily lives of employees. Banking sectors are increasing the amount of facility provided to their customers as a result; Additional duties are to be fulfilled by employees on a day to day basis. It feels like organizations are just increasing the level of service to customers without caring about the amount of job related stress that staffs are facing. Employee turnover has become a serious management problem because it brings both financial and moral impact on the organization scarce human resources. Today, every organization find difficult to retain well performed, well experienced and soundly trained employees as a result of high rate in turnover. Increasing number of staff turnover in the organization leads to the cost for the organization in terms of service delivery and time to replace and train new comer employees. Employees most especially knowledgeable and educated ones like in the focused firms are rational beings who think through issues to know what situations and conditions of service are in their interest and those that are not. They evaluate how they are treated in the organization to determine the value the organization places on their services in the firm. The firms of study are in the commercial bank of Nepal; they depend on customer patronage which influences their profitability and ultimately their survival. As a result of these, employees play sterling roles in this regard as they are the ones who provide these services to customers. The transformation of the business environment that tends to become more dynamic also affects the banking industry. Competition becomes increasingly tight with the entry of foreign banks that compete for customers in the same market. This is due to the fact that foreign banks have a number of advantages in terms of reputation, innovative product selection, and strong global network (Nina, 2009). The dynamics of competition are so tight in the banking industry sector, that it requires an early anticipation in the field of Human Resources (HR) to maintain the existence of

the local company. Banks are included in high technology and high service companies; thus, the demand for excellent service becomes important in order to stay in the competitive field. Furthermore, the employees in the banking industry are also faced with a lot of workloads, which sometimes requires them to work on Saturdays also. Employees of these firms from time to time evaluate how their services are viewed in the Organization, whether it is valued by the employers or not. So due to the lack of organization commitment gave negative effects on employee productivity which to a large extent contribute immensely to failure of organization not achieving their goals. Organization commitment to employee can be achieved through various motivation incentives, however, they cannot easily be achieved due to some problems based on the fact. That in what way can employer and employee be committed, and how can organization continually meet the requirement and use of employee. They look at how management and representatives of the firms treat them; they also look at the career development programs in the firm to know whether it favors them at the long run and the level of involvement and participation they are allowed to have in things concerning them and idea generation sessions which give them a sense of belonging. It was observed in the firms of study that the leaders with things that favor the organization. They are bent on getting the best out of employees even difficult to obtain permission to go on personal assignment even when it is extremely important to the employees. For employees who would want to further their studies for better prospect of progression in the organization, management of the focused firms do not give such permission as is obtainable in some institution where they give study leave, tuition refund and other support. Sick employees most times get quarried for not coming to work, pregnant or nursing mothers seem not to be given the necessary support and encouragement and the employment processes even favor the single employees over the married ones probably for fear of given maternity leave when it is due. This appears to be having a negative effect on the employees felt obligation level; they appear not to have vested interest and loyalty to the firms. Therefore, the issue of employee commitment becomes crucial for the banking industry. As a result of these scenarios in the focused firms, the study was deemed necessary to examine how perceived organizational support affects.

This study deals with the following issues:

- i. What is the current situation of social support and organizational commitment in commercial bank?

- ii. In what ways social support affects organizational commitment in commercial banks of Nepal?
- iii. Which is the most determinant factor of social support has stronger impact on organizational commitment?

### **1.3 Objectives of the study:**

This study mainly seeks to achieve the following objectives:

- i. To identify the current situation of social support and organizational commitment in commercial banks.
- ii. To examine the impact of social support on organizational commitment in Nepalese commercial banks.
- iii. To determine the prominent dimensions of organizational commitment.

### **1.4 Rationale of the Study**

The study is significant because it provides organizations with potentially valuable information about how virtual work is related to employee job satisfaction, organizational commitment, perceived supervisor support, and perceived coworker social support. Organizations may be able to use this information in making decisions about implementing and managing virtual workplace programs. This will help us to provide the framework regarding the impact of social support in the organizational performance. The study may help bring about social change by providing information on how performing virtual work potentially affects an employee's well-being. A sense of isolation was identified in previous research as a potential adverse outcome for some employees engaged in virtual work (Pyöriä, 2011). The results of the study may assist organizations in deciding whether to design policies that address social isolation thereby contributing to virtual workers' sense of well-being. Employees a high organizational commitment can become one of the assurances to maintain the continuity of the organization. Leininger (2008) reported that organizations that have highly committed employees will provide greater benefits to the organization. This is similar to what Robbins and Judge (2009) stated, that "committed employees will have little possibility to engage in matters that could harm the company due to a high sense of loyalty." This is mainly because the commitment of employees to the organization can be interpreted as an individual's psychological tie to the organization, which includes job involvement, loyalty and feelings of trust towards organizational values (Sophia,

2008). On the other hand, it will help to facilitate the development of operational policies that influence the increased the employee performance within the organization. Job satisfaction and organizational commitments are also pertinent to virtual workers' sense of well-being, and results of the study may help organizations decide whether they need to develop practices and policies to increase job satisfaction and organizational commitment among their virtual workers. It will play a key role to increase the performance of organization by determining the gaps where they lack to provide for employees and helps to achieve set goal and objectives.

### **1.5 Research Hypothesis**

The following research hypotheses will be formulated and statistically or validity.

H1: Organizational support positively affects organizational commitment.

H2: Managerial support positively affects organizational commitment.

H3: Job support positively affects organizational commitment.

### **1.6 Limitations of the study**

- i. Due to time constraint it was not possible to cover all the branches of private commercial banking sector.
- ii. Primary data were used for this study.
- iii. It is based on questionnaire so all question may not be filled by the respondents.
- iv. Some employees also may feel unsure if it is legal with the organization to answer such questions through their email or give true answers that may affect their job.

## **CHAPTER II**

### **LITERATURE REVIEW**

Employee commitment, productivity issues are emerging as the most critical work force management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring efforts and competition for key talent, for many firms surprise employee departures can have a significant effect on the execution of business plans and may eventually cause a parallel decline in productivity. According to Kreisman (1998) in his work on poor manager-categories people who are engaged (loyal and productive) those who are not engaged (just putting in time), and those who are actively disengaged (unhappy and spending their discontent), even in the “best of time”

Recent studies have shown that the manager supervisor, a project leader’s team ‘Captain’ or senior manager, actually has more power than anyone else to reduce unwanted turnover. This is because the factors that drive employee satisfaction and commitment are largely within the direct manager’s control. These include providing recognition and feedback, the opportunity to learn and grow, fair compensation reflecting on employee’s contribution and value to the organization, a good work environment, competencies, needs, desire and style.

#### **2.1 Organizational Commitment Review**

Organization is a composition which is shaped by people, who have dissimilar characters, feelings, prospects, practices, levels of education and have come together to achieve the same goals. In addition, to maintain the stability in the organization, it must have a well-built constitution, mission and vision parallel to the organizational culture and standards, show elevated performance by functioning with competent and extremely committed workforce. In the mean while the success of organization is interrelated with "individuals" factor, which has the most important place along with all the production factors (Gopinath, 2020).

Organizational Commitment has been a highly appreciated research topic among organizational and behavioral researchers for decades. It is all because that employee

commitment is usually regarded as one of the key determinants of organizational effectiveness and output (Gopinath, 2020). Organizational commitment is the individual's mental connection to the organization. The premise behind huge numbers of these studies was to discover approaches to enhance how specialists feel about their works so that these laborers would turn out to be more dedicated to their organization. Organizational commitment predicts work variables, for example, turnover, hierarchical citizenship conduct, and employment execution. A percentage of the elements, for example, part stretch, strengthening, work shakiness and employability, and appropriation of authority have been appeared to be associated with a laborer's feeling of organizational commitment (Abdullah & Othman, 2019).

Mowday et al. (2000) found organizational commitment as being loyal to the company, and the company being loyal to the employee, obviously understates the complexity involved in a person's attitude toward and behaviour within his or her employing organization

Allen and Meyer (2000) conceptualized organizational commitment as a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover. It means organizational commitment is an emotional attachment of employees to their organization that enforces them not to leave the organization.

Swales (2002) found that organization commitment refers to the employee's emotional connection, identification with, and relationship in the organization. In essence, measuring organizational commitment is an assessment of the resemblance between an individual's own tenets and beliefs and those of the organization.

Buchanan (1974) defined that organization commitment is the emotional link to a particular organization, which is characterized by three major parameters in the individual's attitudes towards the organization: Identification – internalization of the organization's goals and values. Involvement – activity that the employee performs as part of his or her role. Loyalty – a sense of belonging to the employing organization. Organizational commitment is the social actors' willingness to provide their effort and loyalty to the social system (Lapointe et al., 2018). The attachment to the personality

system of social relations can be self-expression, so it can increase employees' morale and behavior to work better and produce their work achievement.

Allen and Meyer (2002) defined that organizational commitment is regarded as an attitude, as it relates to individuals mind-sets about the organization. Dedicated employees are willing to perform their duties more diligently and are more likely to persist with the organization than unattached employees.

Miller and Lee (2003) stated that organizational commitment is characterized by employee's acceptance of organizational goals and their readiness to put effort on behalf of the organization. Organizational commitment is a state in which an employee ascertains with a particular organization and its goals, and wishes to retain membership in the organization. Multicultural competence which is well-allocated will produce new innovations and can be used to provide additional value for the organization (Dietz et al., 2017; Barden et al., 2017).

Hollenbeck (2005) defined organization commitment is a sturdy credence in and acceptance of the organizational goals and tenets; a readiness to exert exertion on the behalf of organization, and a desire to retain the membership with organization. Commitment can be seen as the identification with one's employer that includes the enthusiasm to work on the behalf of organization and intent to remain with organization for a long time period.

Gbadamosi (2010) defined more favourable an individual's attitudes toward the organization, the greater the individual's acceptance of the goals of the organization, as well as their readiness to exert more sweat on behalf of the organization. Organizational commitment is the extent to which employees admit the goals and values of organization and are eager to remain in the organization. Opkara (2004) conceptualized that organizational commitment is portrayed as employees' disposition to subscribe to organizational goals. When employees are sure that they will nurture and get the advancement in his/her field when the organization will mature, their level of binding with that exact organization is higher. Ling & Bhatti (2014) propose that employees' achievement and output recognized the organization where they work and characterized

by skills, effort and nature of the work condition are the combination expressed as a part that represents job performance.

Adams (2007) defined that studies have also shown that managers desire to improve organizational efficiency and effectiveness should ensure that employee commitment is optimal. If an organization wants to survive and create its good reputation in market then commitment of employee with the organization should high. So that organization will able to achieve its goals and objectives through the committed employees that will also increase the efficiency and effectiveness of organization.

Results those remain consistent in the commitment literature show that a high degree of commitment will increase the positive outcomes for the organization (Mathiew and Jazac, 1990). Commitment is also one of the most important factors that can contribute to the achievement of organizational goals. A strong belief in organizational values and goals, willingness to do a lot of effort on behalf of the organization and strong desire to remain a member of the organization can motivate employees to work better (Azeem, 2010; Al Zeifeti & Mohamad, 2017).

Steers and Porter (1991) conclude that there are three factors that influence employees' commitment to the organization:

Personal factors that include job satisfaction, psychological contract, job choice factors, and personal characteristics, and all of these factors will form an initial commitment .Organizational factors, which include initial works experiences, job scopes, supervision, and organizational goal consistency, which will shape or generate responsibility; and. Non-organizational factor, which includes the availability of alternative jobs.

Mowday et al, (in Sopiah, 2008) identifies three forms of organizational commitment: 1) affective commitment, which relates to members' emotional connection to their organization, identification with the organization, and the members' involvement with activities within the organization; 2) normative commitment (moral commitment), which describes the feeling of attachment to continue working in the organization; and 3) continuance commitment (economical or qualitative commitment), which is

associated with awareness of members of the organization to suffer losses if they leave the organization.

### **2.1.1 Affective Commitment**

Affective commitment is type of commitment there is a positive interaction between the individual and the organization because both have similar values (Shore and Tetrick, 1991). Those who stay in their organizations with a strong commitment retain their position not only because they need the occupation, but also because they want it (Meyer et al., 1993, p. 539). The researchers also focusing on employee work experiences suggest that employees whose work experiences are consistent with their expectations and satisfy their basic needs tend to develop stronger affective attachment to the organization (Dunham et al., 1994; Hackett et al., 1994; Meyer et al., 1993). Affective commitment: Affective commitment: Is understood as the employee's constructive emotional bonding to the organization. Such an employee strongly associates himself/ herself with organizational goals and seeks to stay with the organization because he/she wishes to do so (Anwar & Abdullah, 2021).

Employee's performance will have beneficial value for an organization if the amount given by the organization exceeds the amount received by the organization (Kalay, 2016). Platis et al. (2014) state that work achievement related to work performance can be an important parameter in the organization. According the study done by Feinstein (2002), in the Organizational commitment has been described as consisting of two constructs that is affective and continuance (Allen & Meyer, 1990). As defined by Mowday, Porter, and Steers (1982), affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.

### **2.1.2 Continuance Commitment**

The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991). Continuance commitment: Here the emotional quotient is largely moot and the employee perceives it to be very costly to lose organizational

membership (Gardi et al. 2020). Then, continuance commitment is related to one's experience and what one has given to an organization. There is thus difficulty in "giving it up" and the unknown "opportunity cost" of leaving the organization or having few or no alternatives. In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organization which tends to increase workers' commitment to their current organizations. This Hassan Mahmood Aziz et al. *Journal of Humanities and Education Development (JHED)* 3(3)-2021 <https://theshillonga.com/index.php/jhed> 55 could be for a host of reasons right from financial costs of salary and benefits to social costs of ties and reputation. Such an employee stays with the organization because he or she is tied in (Prabhu et al. 2020). Those who stay within their organization with a strong continuance commitment are there just because they need it. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. Research into continuance commitment suggests that this component consists of two related sub-dimensions: personal sacrifice and perceived lack of alternatives (Dunham et al., 1994; Meyer et al., 1990). Both personal sacrifice and perceived lack of employment alternatives increase the costs associated with leaving the organization.

### **2.1.3 Normative Commitment**

Normative commitment explain the employees with strong normative commitment will remain with an organization by virtue of their belief that it is the "right and moral" thing to do (Meyer and Allen, 1991).

Wiener and Gechman (1977) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their early ` 29 socialization from family and culture and during their socialization as newcomers to the organization. Besides that, normative commitment might also develop because of the "psychological contract" between an employee and the organization (Roussenau, 1995).

Furthermore, normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organization as a result of the desire to compensate the favors received from the institution (Meyer et al., 1993).

The normative component of commitment concerns the employee's belief about one's responsibility to the organization. Employees who are normatively committed to the organization remain because "they believe that it is the right and moral thing to do" (Wiener, 1982). In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organization which tends to increase workers' commitment to their current organizations. In the other hands, Wiener and Gechman (1977) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organize.

Many factors can contribute to employees' commitment to the organization, and it is important to know what factors are causing or increasing the commitment of an employee. Van Dyne, Graham, and Dienesch (1994) mention several factors that influence one's organizational commitment based on a multidimensional approach: personal factors, situational factors, and positional factors. According to Argyis in Soetjipto (2007), factors that can affect the commitment of employees can come from the employees themselves (internal factors), such as motivation, job satisfaction, employee's skills/ability, and it can also come from outside of the employees (external factors), such as the atmosphere created in the work environment, the leadership style practiced on the subordinates, the benefits received, the relationship between colleagues, and so on.

Adams (2007) defined that studies have also shown that managers desire to improve organizational efficiency and effectiveness should ensure that employee commitment is optimal. If an organization wants to survive and create its good reputation in market then commitment of employee with the organization should high. So that organization will able to achieve its goals and objectives through the committed employees that will also increase the efficiency and effectiveness of organization.

Wagner and Hollenbeck (2010) depicted organizational commitment depicts the employee identification with the organization. It implies a readiness on the employee's part to put forth a substantial struggle on the organization's behalf and his or her intention to stay with the organization for a long time.

## 2.2 Social Support Review

Social support is defined as the “actions of others that are either helpful or intended to be helpful” (Deelstra et al., 2003, p. 324) and is conceived to be information leading an individual to believe that he/she is cared for, loved, esteemed and valued, and that he/she belongs to a network of communication and mutual obligation (Cobb, 1976). This could be for a host of reasons right from financial costs of salary and benefits to social costs of ties and reputation. Such an employee stays with the organization because he or she is tied in (Prabhu et al. 2020).

According to this definition, an important feature of social support is social interaction and the process between the provider and the recipients of social support (Sundin et al., 2006). It is suggested that social support has two basic elements:

(a) The perception that there is a sufficient number of available others to whom one can turn in times of need.

b) A degree of satisfaction with the available support (Sarason, Levine, Basham, & Sarason, 1983). In this sense, social support can be seen as a flow of emotional concern, instrumental aid, information and/or appraisal between people (i.e., supervisor and coworkers) (Sundin et al., 2006). It is well accepted that organizational changes are viewed as a formidable stressor in organizational life (Allen et al., 2007; Judge et al., 1999). Functionally speaking, as Caplan (1974) suggested, social support implies an enduring pattern of continuous or intermittent ties that play a significant part in maintaining the psychological and physical integrity of the individual over time. Specifically, social support functions to help reduce one’s stress (House, *International Journal of Economics, Commerce and Management*, United Kingdom Licensed under Creative Common Page 25 1981; Sosik & Godshalk, 2000) through the exchange of verbal and non-verbal messages that convey emotion, information, or referral (Joe, 2010). In this context, social support functions to help reduce employees’ stress (House, 1981; Sosik & Godshalk, 2000) through the exchange of verbal and non-verbal messages that convey emotion, information, or referral (Joe, 2010). (Khan & Abdullah, 2019) fulfillment does not evaluate the level of delight or joy that emerges from particular employment features, yet rather gages the degree to which those occupation aspects are judged by the occupation holder to be attractive in examination with targets they themselves set or with different occupations. Job satisfaction scales change in the degree to which they survey the emotional sentiments about the job or the subjective

appraisal of the job (Ali, 2021). The individuals who stay in their organizations with a solid commitment hold their position since they require the occupation, as well as in light of the fact that they need it (Abdullah & Othman, 2021)

An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially (Anwar & Abdullah, 2021).

With respect to the source of social support, social support is usually defined as the existence or availability of people upon whom we can rely, people who let us know that they care about, value, and love us (Sarason et al., 1983). Specifically, social support at workplace is defined by Karasek and Theorell, (1990) as the “overall levels of helpful social interaction available on the job from coworkers and supervisors” (p. 69). As such, the changes (i.e., adopting new information systems) experienced by employees are best represented by the new situations affecting their current jobs, which are governed by their immediate supervisors and shared by their coworkers. Supervisor support is characterized by the human relations ability of supervisors, and is displayed in terms of trust, respect, friendship and a deep concern for subordinates’ needs (Iverson, 1996). In the workplace, supervisors play an important role in structuring the work environment, providing information and feedback to employees (Griffin, Patterson, & West, 2001) and controlling the powerful rewards that recognize the employee’s personal worth (Doby & Caplan, 1995). In accordance with this view, Wayne, Shore and Liden (1997) suggested that the social interaction between an employee and his/her immediate supervisor is the primary determinant of an employee’s attitude and behavior in the workplace. In addition to supervisor support, coworker support also involves the interpersonal transfer of instrumental or emotional resources (House, 1981). Coworker support generally refers to having close friends at work who are willing to listen to job-related problems, are helpful in assisting with the job and who can be relied upon when things become difficult at work (Iverson, 1996). In this case, as Hobfoll (1988) argued, coworkers also serve as a key resource for employees in the process of adopting new information systems.

Human genetic predispositions not only afford the opportunity to learn about supportiveness by growing up slowly in nurturing family but also support helpfulness

through other mechanisms. Human in collectivist societies often maintaining close relation with their extended families throughout their lives, and such relative serves as a source of help and support.<sup>3</sup> A generalized beneficial effect or social support could occur as a large social network which provides a person with regular positive experiences and a large set of stable socially rewarded roles in the community. This kind of social support can be relate to overall well-beingwell-being because it provides positive effect, a sense of predictability and stability in one's life situation and recognition of self-worth. Integration in a social network may also help one to avoid negative experience (e.g. economic and legal problem) that otherwise could increase the probability of psychological or physical disorder.

### **2.3 Managerial Support Review**

Managerial support for employees plays an important role in organizational effectiveness. Both nonprofit and for-profit organizations need effective managers or leaders to motivate employees (Drucker, 1992). As a whole, employees are very interested in the rewards system since the importance of the rewards would dictate the balance of expectations of respective employees.

(Shetrone, 2019). Cheng et. al. (2021) investigated compensation and work environment engagement as influencers of employee job satisfaction. This demonstrated that both rewards and work environment are both common constructs in assessing the impact on employee job satisfaction. Rewards are a powerful means to link organizational benefits with employee benefits (Yusoff et al., 2020).

Employees see the managers who evaluate their performance and report to higher level management as representatives of the organization. As a result, employees perceive the support from their managers as organizational support (Eisenberger, 2002). Employees who consider their manager to be qualified, trustworthy, and whose managerial style they like are more inclined to share the organization's values and objectives, and to value the organization (Gaertner & Nollen, 1989; Benkhoff, 1997). Managers with a democratic management style involve employees in the decision-making process and as a result employees show better performance (Savery, 1993; Dick & Metcalfe, 2001). Research shows that there is a linear positive relationship between managerial support and organizational commitment: the higher the level of organizational support that employees feel they receive, the higher their levels of organizational commitment

(Porter et al., 1974; Dick & Metcalfe, 2001). Conversely, lower levels of managerial support reduce organizational commitment and cause lower levels of performance and higher levels of turnover, absenteeism, and stress (Shanock and Eisenberger, 2006). Bureaucratic organizations, in which managerial support is by definition low, have relatively low levels of employee commitment (Dick and Metcalfe, 2001).

### **2.3.1 The Effect of Perceived Organizational Support on Organizational Commitment**

Perceived organizational support is something employees perceive as emotional-social needs, and it indicates the readiness of the organization to appreciate employees' work improvement and a trend in providing help when employees need to do an effective job (Fuller et al., 2003). Perceived organizational support refers to employees' perceptions of the extent to which organizations value their employees' contributions, support, and well-being (Rhoades & Eisenberger, 2002). Ling and Bhatti (2014) propose that employees' achievement and output recognized the organization where they work and characterized by skills, effort and nature of the work condition are the combination expressed as a part that represents job performance.

A strong belief in organizational values and goals, willingness to do a lot of effort on behalf of the organization and strong desire to remain a member of the organization can motivate employees to work better (Azeem, 2010; Al Zeifeti & Mohamad, 2017).

Various researchers have found that in most organizations, employees who feel that they have the support of the organization will have a sense of meaningfulness, which will increase their commitment. It is this commitment that ultimately encourages employees to try to help the organization to achieve its goals, and this will increase their expectation that work performance will be noticed and appreciated by the organization (Rhoades & Eisenberger, 2002).

Manager support is described as the degree to which the leaders appreciate the contributions of its employees and care about their welfare. Employees are probably going to remain in those associations where they trust that their capacities, commitments, and positive attitudes are valued (Terera & Ngirande, 2014). A leader with excellent support is what makes employees feel heard, appreciated, and favored. With support, people can face adversity and overawed challenges and more willing to

sustain a positive image of capable learning and development and demonstrate its success. A manager performs many functions in an organization. A leader makes a clear vision of the organization, motivates employees, guides employees through the work process, and strengthens the moral (Turk, 2007). The most performance enhancement activities, managers can use, have a negligible impact on the performance of individual employees. The outcomes indicate that managers have an excellent opportunity to dramatically improve employees' performance and focus their efforts on a much smaller list of benefits. The managers who set criteria of performance appraisal and provide fair and accurate informal feedback from the management on performance can significantly increase the individual performance (Trinka, 2005). Efficient fluency of work means managers engage in work with their employees and support them in all the problems they have encountered during the work. Many managers recognize themselves at human skill level (Scase & Goffee, 1990), and in many organizations, training for nontechnical skills is very low.

Many managers are distressed when they are restrained and restricted by top management, and they are not allowed to give innovative ideas for overcoming the current problematic situation. Those who have reached their position from a technical background fear uselessness of their old skills and are nervous about their ability to acquire new skills. In this situation, senior management should support newly promoted employees of the organization. Employees have a stronger commitment to their organizations when they perceive that their supervisors are committed to their wellbeing (Kwenin, Muathe, & Nzulwa, 2013). "Energy is an essential idea in material science, and comparatively, the power is one of the central ideas in social science" (Yilmaz & Ergun, 2008). Power is the most critical resource; managers use to ensure that they achieve organizational goals by inspiring, motivating, and supporting their employees. According to the organization support theory, the perceived organization support would result in perceived manager support, and it would create a sense of responsibility and commitment in employees toward the organization to achieve the goals which would help to decrease employee turnover (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

## **2.4 Supervisor Support**

Supervisor support refers to the perception employees form regarding how valuable their contributions are for their supervisors and how much their well-being is taken care of by the supervisors (Kottke and Sharafinski, 1988). Employee's performance will have beneficial value for an organization if the amount given by the organization exceeds the amount received by the organization (Kalay, 2016). Platis et al. (2014) state that work achievement related to work performance can be an important parameter in the organization. Multicultural competence which is well-allocated will produce new innovations and can be used to provide additional value for the organization

Social exchange theory perspective says that when employees receive some support from their supervisors, they also reciprocate by engaging in the behaviors which are beneficial for the supervisors. Supervisor support and coworker support are essential mechanisms which enrich the work environment by reducing stress (Sloan, 2012).

Reduction in stress subsequently enhances job satisfaction, performance and intention of staying on the job (Cooper et al., 2001; Otsuka et al., 2007).

Lloyd et al. (2015) argued that perceived supervisor listening was linked with employees' TI. They proposed that happier employees were expected to be more devoted and, hence, were less likely to quit their job. Job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Anwar & Abdullah, 2021).

Organizations require a well dedicated workforce to attain their goals and objectives in a well-organized and effectual manner. Organizational Commitment involves worker's psychosomatic status that makes them more dedicated to their work and their organization. Organizational Commitment has been a highly appreciated research topic among organizational and behavioral researchers for decades. It is all because that employee commitment is usually regarded as one of the key determinants of organizational effectiveness and output (Gopinath, 2020). Strong Commitment towards the organization enhances the employee's level of satisfaction.

## **2.5. Job Support**

Job support describes the subject's relations to superiors and fellow workers. Good relations are assumed to be perceived as good support at work. The work related social contacts index describes the quality of the relations with fellow workers, social intercourse with fellow workers in leisure time, and experienced interaction with fellow workers during working hours. Indices for different aspects of non-work related social network and social support were also constructed, mainly in accordance with a model presented by Hanson and Ostergren':

## **2.6. Empirical Review**

Kebede Molla Melkamu (2023) finds that Exploring the Impact of Social Exchange Factors on Organizational Commitment: A Study of Development Bank of Ethiopian Amhara Region Branches Despite the extensive research on organizational commitment, studies that specifically examine the impact of social exchange factors on organizational commitment are needed. More empirical evidence of the effects of social exchange is necessary because most studies have been conducted in developed countries, and less is done in the context of development banks in Ethiopia. Consequently, this research aims to examine the impact of social exchange factors on organizational commitment among Bank employees by investigating the association between work environment, job security, pay satisfaction, and involvement in decision-making with employees' organizational commitment. Using a census sampling technique, 200 employees filled out Likert-scale questionnaires to collect cross-sectional data and utilized multiple linear regression to test the hypothesis. Descriptive and inferential statistics were employed to examine the data using STATA 17. The findings indicate that the mean value for job security, pay satisfaction, Participation in decision-making, and organizational Commitment was above average. Weighted least square estimation was fitted where Payment satisfaction ( $B=0.202$ ,  $P\_value<0.06$ ), job security ( $B=0.25$ ,  $P\_value<0.001$ ), Participation in decision making ( $B=0.28$ ,  $P\_value<0.001$ ) were significant and had a positive effect however work environment ( $B=0.05$ ,  $P\_value<0.48$ ) is not effective at a 5% level of significance. This W.L.S. result suggests that employees are committed to D.B.E. However, the work environment was insignificantly related to organizational commitment.

In conclusion, the results indicate that job security, pay satisfaction, and Participation in decision-making are significant determinants of organizational commitment. However,

the work environment has little impact on employees' commitment to the organization; these help the Bank continue its strategy with moderate changes for the best outcome above average, develop strategies to enhance employee commitment and improve organizational performance. The study highlights the importance of job security, fair compensation, and the opportunity for employees to participate in decision-making processes to increase commitments.

Afzal Ahmad (2022) finds that *The Role of Social Support, Affective Commitment, and Passion for Work on Turnover Intentions: A Study on Women Bankers Drawing on the Social Exchange Theory (SET)*, the present study aimed to determine the factors underlying the association between workplace social support and female bankers' intention to quit. To this end, the study adopted a moderating-mediating model to measure the turnover intentions of 361 female employees of private commercial banks (PCBs) using time-lagged data. The findings revealed that affective commitment fully mediated the association between coworker support and turnover intentions, while it partially mediated the relationship between supervisory support and the intention to leave. Further, passion for work moderated the relationship between affective commitment and turnover intentions. This study contributes to the literature by exploring the role of workplace social support, affective commitment, and passion for work on the turnover intentions of female bankers. The results may help policymakers and practitioners formulate effective policies to retain and promote women in the banking sector.

Umme Kulsum (2021) Finds that *The Impact of Training & Development and Communication on Organizational Commitment on Bangladeshi Commercial Bank Employees* are the heart of an organization as they are the weapons that propel the organization towards its goal. However, to superintend and build them as competent, committed in the long run, it is challenging to experience supportive communication, fair bonding, and more clarity regarding the organization's goal and responsibility. Thus, this research intends to examine the impact of training & development and communication on organizational commitment based on the private bank employees of Bangladesh, especially on the Chattogram division. Through simple random sampling method, the questionnaire was sent to 200 bank employees and a total of 153 responses were perfectly derived as the sample size (Krejcie & Morgan, 1970). The study is analyzed through quantitative analysis and were tested in the statistical software SPSS

(version 22) Finds that The findings show the significant relationship of training & development and communication that are positively related to organizational commitment. The study suggests that commercial banks should introduce proper training & development measurements that will clarify work activities, objectives, and a supportive communication system that can defend critical issues and relationships in the organization.

Muhammad Ali(2020) finds that the Impact of Ethical Leadership on Organizational Commitment and Organizational Citizenship Behavior with Mediating role of Intrinsic Motivation Ethical leadership in the field of organizational behavior and management has emerged as a significant area of interest in the recent leadership literature. There are, however, few studies that empirically examine the impact of ethical leadership through mediation processes on organizational engagement and citizenship actions. We have built a conceptual model to check whether ethical leadership effects the organizational citizenship behaviour and commitment of organizational citizenship through the mediation of intrinsic motivation. For data collection, sample size of 340 was determined through item response theory. Data was collected through self-administrated questionnaire from different commercial banks located in geographical premises of Lahore, Pakistan. SPSS and AMOS software were used to carry out the analysis, structural equation modeling technique was applied to test the direct and indirect relationships. The results indicated that ethical leadership has a positive effect on the association of organizational commitment and citizenship behaviour within organizations. In fact, intrinsic motivation mediates between the relationship of ethical leadership and the conduct of organizational citizenship. Nevertheless, results also show that in the banking sector there is no mediating effect of intrinsic motivation between ethical leadership and organizational citizenship behaviour. Limitations have been discussed, as have future guidelines.

Khalid (2020) finds that employee's task performance is positively associated with perceived social support, affective commitment, and continuance commitment. The probability of rising employee task performance is increasing by 14% with the rise in perceived social support. Similarly, performance rises the probability rise in ETP increases by 87% with every increase in affective commitment. Likewise, the performance rises the probability rise in 66% with the ETP increases every increases in continuance commitment.

Bulut and Culha (2019) finds the impact of organizational training on employee commitment focusing on employees' emotional and affective responses towards their organization. The sample was composed with 298 participants of four- and five-star hotels operating in Izmir, Turkey. Organizational training was analyzed in four variables: (i) support for training; (ii) motivation for training; (iii) access to training; and (iv) Benefits from training. The empirical study, concluded that all the variables of organizational training affect positively the organizational commitment,

Lu and Gilmour's (2019) findings indicated that Chinese in both Taiwan and Mainland China scored higher on socially oriented conceptions. Social support in the workplace represents the amount of care that is evident between the supervisor and co-workers, through demonstrations of "human-heartedness". Social support, in this study, supports the view that it functions as a means of control over some aspects of work demands, which in turn encourages behavioral support for change, through affective commitment to an organization and to change. That is, this study supports the efficacy of social support in developing employees' attitudes and behaviors toward change.

Chew and Chan (2018) finds that the relationships between compensation, supervisory support with organizational commitment these two variables impact on organizational commitment is not stronger as compared to other studies but the relationship is clearly very strong between commitment and job satisfaction. This shows that great commitment of employee with the organization has strong impact on satisfaction and both these variables lead to retention of employees.

Hunter and Thatcher (2017) examined the relationship between bank branch employees' job stress, organizational commitment, job experience, and performance using data from 151 employees working in different branch of State Bank using structured questionnaire. The study suggested that organizational restructuring can create a paradox for manager. Multiple regression analysis revealed that employees with higher level of affective commitment and higher level of job experienced channeled felt stress more effectively into sales performance. Felt stress had neutral to negative effect on performance for employees with lower level of commitment and job experience. Commitment like stress was more strongly related to performance when

employees had more job experience. The result suggested that a consideration of moderators of the stress-performance relationship is important both theoretically and practically.

Upadhaya (2017) studied on examining the level of employee satisfaction on their job working at commercial banks of Nepal. From the study, it is came to know that employees only leave the organization when they get better opportunities such as handsome salary, good working environment, intrinsic benefit, fast career growth, etc to the next organization from the existing organization. The study also compared the rate of turnover in public and private banks. It shows that the rate of turnover is high at private bank than public bank it means that job scope of private bank is very limited. Williams and Soane (2015) have started collecting individual perceptions of employees. This research also takes into account employees' perception. Employees become more connected or dedicated to their company when they get organizational support because they believe they must repay the organization's favor by executing their task with loyalty, as explained in the social exchange theory.

Ahmad et al. (2015) found that supervisory support has an insignificant but a positive effect on employees' performance in Pakistan. However, the results of the research show that managers' support does not significantly affect the performance of textile industry employees. The research findings suggest that employee retention has a significant impact on the relationship between manager support and employee performance in the textile sector of Pakistan. The retained employees are more experienced and capable of handling any situation in organizations, so their overall impact is positive on the employees' performance, which provides opportunities for organizational growth. Employees' capacity building improves the performance of employees is justified by this study. However, the managers' support cannot significantly influence employee performance, but the moderating role of employees' retention makes the relationship significant and has a significant role in employee development.

Komal Khalid Bhatti et al (2011) finds that direct participation has effect on Organization commitment has significant and positive impact among Banking Sector Employees of U.S.A and Pakistan. Furthermore, research on the Impact of Human

Resource Management Practices on Organizational Commitment in the Banking Sector was conducted across permanent, full-time, and part-time employees (managers and non-managers) of five large private banks in Kuwait. The HRM practices were measured on a scale for recognition, competence development, fair rewards, and information sharing and study showed that competence development, fair rewards has impact of HRM practices on Organizational commitment and other factors doesn't show an impact on organizational commitment.

Meta Table

<b>Author Name &amp; Year</b>	<b>Study Title</b>	<b>Objective</b>	<b>Methodology</b>	<b>Findings</b>
Kebede Molla Melkamu (2023)	The Impact of Social Exchange Factors on Organizational Commitment: A Study of Development Bank of Ethiopian	Aims to examine the impact of social exchange factors on organizational commitment among Bank employees	Descriptive and inferential statistics were employed to examine the data using STATA 17	The findings indicate that the mean value for job security, pay satisfaction, Participation in decision-making, and organizational Commitment was above average.
Afzal Ahmad (2022)	The Role of Social Support, Affective Commitment, and Passion for Work on Turnover Intentions: A Study on Women Bankers	study aimed to determine the factors underlying the association between workplace social support and female bankers' intention to quit		The findings revealed that affective commitment fully mediated the association between coworker support and turnover intentions
Umme Kulsum (2021)	Impact of Training & Development and Communication on Organizational Commitment on Bangladeshi Commercial Bank	to examine the impact of training & development and communication on organizational commitment based on the private bank employees	Through simple random sampling method	The findings show the significant relationship of training & development and communication that are positively related to organizational commitment.

Muhammad Ali(2020)	Impact of Ethical Leadership on Organizational Commitment and Organizational Citizenship Behavior	Empirically examine the impact of ethical leadership through mediation processes on organizational engagement and citizenship actions	Analysis, structural equation modeling technique was applied to test the direct and indirect relationships	The results indicated that ethical leadership has a positive effect on the association of organizational commitment and citizenship behaviour within organizations
Khalid (2020)	employee's task performance is positively associated with perceived social support	Examine the employees task performance positively	Descriptive and inferential statistics were employed to examine	The results indicated that ethical leadership has a positive effect on the association of organizational commitment and citizenship behaviour within organizations
Hunter and Thatcher (2017)	the relationship between bank branch employees' job stress, organizational commitment	Explain employees' job stress, organizational commitment, job experience, and performance using data from 151 employees	Multiple regression analysis revealed that employees with higher level of affective commitment	The result suggested that a consideration of moderators of the stress-performance relationship is important both theoretically and practically.
Ahmad et al. (2015)	impact on the relationship between manager support and employee performance in the textile sector of Pakistan	Examined the relationship between manager support and employee performance	Descriptive and inferential statistics were employed to examine	found that supervisory support has an insignificant but a positive effect on employees' performance i
Komal Khalid Bhatti et al (2011)	impact among Banking Sector Employees Organization commitment of U.S.A and Pakistan.	Examine the effect on Employees Organization commitment	Analysis, structural equation modeling technique was applied to test the direct and	Finds that direct participation has effect on Organization commitment has significant and positive impact among Banking

## **2.7 Research Gap**

Based on the literature review, the researcher identified various types of support for Organizational Commitment i.e. is Organization Support, Managerial Support and Job Support. However, Many studied have not looked at the impact of Social Support, Managerial Support and job support on organization commitment As the support it is also very crucial in the organization like banking sector. So, there is still a gap in existing knowledge as literature review could not be established the influence of support on Organization Commitment. Moreover, prior research has found inconsistent finding concerning social support and organizational commitment. Some research has found direct relationship between different dimensions of social support and organizational commitment. However, some research has found no or indirect relationship between social support dimensions and organizational commitment. Hence, further research is required particularly in developing country like Nepal to establish the relationship between dimensions of social support and organizational commitment. Herein it can be assumed that the gap on the issue can be bridge by doing a research on what sort of support needs to employees for personal development and what effect it may exert in their organization commitment. Therefore, the aim of this study is to investigate the influence of organizational support, Managerial Support and Job support on Organizational Commitment in commercial banks.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This chapter presents all the necessary steps to be followed throughout this research work in order to achieve and accomplish the objective of the study. Research methodology discussed in this chapter helps to guide the research study providing different issues and aspects. It systematically solves the various sequential steps to adopt by a researcher in studying problem with the objectives in view.

This chapter presents a description of the research design and methodology used in the study. Also, it provides an overview of the research study, a description of the instrument used for data gathering, targeted population, sampling procedure, sources of data used and methods of data analysis, presentation and interpretation.

#### **3.1 Research Design**

Descriptive and causal research design has been used in this study. Research design is the conceptual structure within which research is performed. It serves as a framework for the study, guiding the collection and analysis of the data, the research instruments to be utilized, and the sampling plan to be. It is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

The quantitative method of research has been used in this research in order to collect realistic, updated and practical empirical data. The research design undertaken is descriptive in nature and specifically created questionnaire was sent to the target group of people to collect the pertinent information. Descriptive, experimental, correlational, causal-comparative and experimental are the major types of research design (Sileyew, 2019). This study was relied on descriptive research design. It is theory based research design which emphasis on addressing how, what, when, and where of research queries rather than why of the research subject (da Silva, 2017). There are different views regarding research design but overall it contains whole reports contents. It is the overall plan of proposed study to specify the appropriate research method and procedure for obtaining specific finding valid objectively accurate and economically as possible. The

overall research work is conducted through collection of primary data. Similarly, primary data is collected through questionnaire filled up by employees at different levels of commercial banks inside Kathmandu valley.

### **3.2 Population and sample**

This study was based on primary source of data. Structured set of 5 point Likert scale questionnaire were used to extract the information from the employees working in commercial banks. Random sampling method was used for the study as it was appropriate for this study because this technique is one of the best to reach the target respondents. The sampling technique generally assumes a homogeneous population that means the member of population has similar characteristics. Due to the resource, time and financial constraint, this method was appropriate way to reach the respondents. The target population for this study was the entire employees working in commercial banks inside Kathmandu valley. The study covers employee of different age group, qualification level, working position, working period, etc.

### **3.3 Nature and Sources of Data**

This research is basically based on primary sources of data collected through the opinion survey carried out to the Assistant to managerial level employees of the selected Commercial banks in Kathmandu Valley.

#### **3.3.1 Primary Data**

Primary data source mainly includes questionnaire in order to collect information from the respondent who are the employees of the commercial banks of Nepal. The primary data were collected by self-administered methods of collection. First part is concerned with the respondent's demographic features like Gender, Age, Qualification, Present position, Year of joining the present organization, Earning Per Months. The second part is divided in to 3 parts on the basis of the study carried forward such as Social Support, Job Support, Managerial support factors. Each these

parts have different questions to know the Impact of Social Support on Organizational Commitment in Commercial Banks in Nepal. Response on each question is collected through the different Likert scale. The total sample size taken for the study was 202 respondents.

### **3.4 Instrumentation of Data Collection**

Structured questionnaires were self-administered to the different level employees in the Commercial Banks of Kathmandu valley. The entire questionnaires were distributed to the respondents through the printed sets. These questionnaires were distributed to the respondents who worked in commercial banks inside the Kathmandu Valley. When physical distribution of questionnaire took longer time, the questions were also developed in online using Google forms and then the link was circulated. The purpose of the study was properly defined to every respondent on the questionnaire page so that the respondents would understand why this research was being done. This also avoided any suspicious, biases and motivated them to provide their independent opinions on the question asked.

Moreover, to have valid and reliable data, questions were formulated considering the easiness and understandability and avoiding any vague and double meaning words so that the respondents could easily answer the given question without any confusion and help minimize any error.

### **3.5 Methods of analysis**

To achieve the objectives of the study, various financial, statistical and accounting tools have been used this study. The analysis of data will be made according to the pattern of data available. Data analysis task was done through use of descriptive statistics like frequencies, percentage, mean standard deviation and coefficient of variation. Apart, pictorial presentation of data is also kept through charts and graphs. Data collected from the respondent will be coded first and entered in the Statistical Package for Social Sciences (SPSS), computer software for data analysis purpose. Also MS- Excel will be used to present the finding in form of tables, charts and figures. The Z-test will be used analyze the hypothesis. The various calculated results obtained through financial, accounting and statistic tools are tabulated under different headings. Then they are compared with each other to interpret the results.

### **3.6 Statistical Tools**

Analysis of data here is done through different means. Following statistical measures are adopted for the analysis purpose.

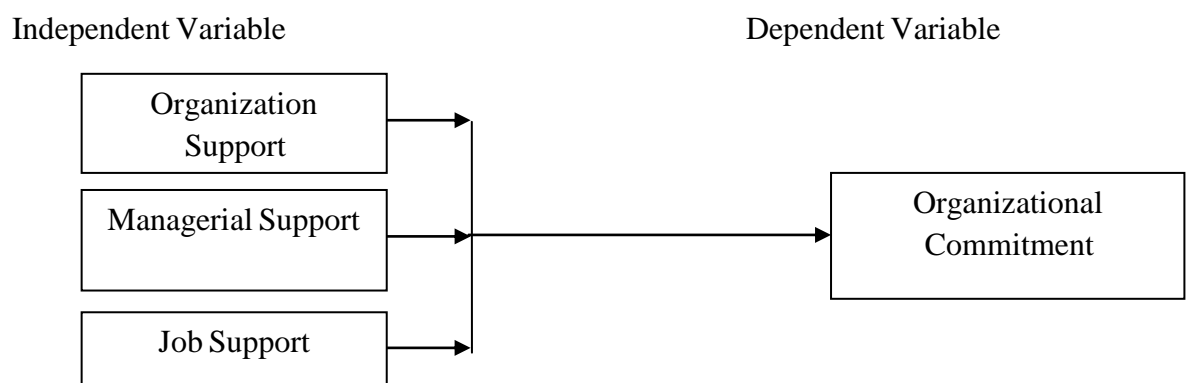
1. Frequencies

2. Percentage
3. Mean
4. Standard Deviation
5. Cronbach alpha
6. Correlation
7. Regression

### 3.7 Research Frameworks

Conceptual frameworks aid the researcher to precisely discover the variables of the study and explains the relationship exist among them. It provides the foundation for establishing its credibility (Adom, Adu-Gyamfi, Agyekum, Ayarkwa, Dwumah, Abass, K, & Osei-Poku, 2016). The conceptual framework of the study shows the sources of impact of social support on organization commitment in commercial banks in Nepal. A conceptual framework is the researcher understanding of how the particular variables in the study connect with each other. In this study conceptual framework is derived from various literature reviewed and different information.

This conceptual model identifies various factors of support that is Social Support, Managerial Support, Job support as independent variables influencing Organizational Commitment i.e. dependent variable. An independent variable stands alone and is not changed by other variable which are subject of measure whereas dependent variable depend upon independent variables and change with changes in independent variables.



Sources : (Osei-Poku, 2016)

Figure 2: Conceptual Framework

**Organizational Commitment:** Organizational commitment is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the goal. Studies have highlighted that commitment has greater impact on the successful performance of an organization. This is because a highly committed employee will identify the goal and values of the organization, has a strong desire to belong to the organization and is willing to display greater organizational citizenship behavior. Organizational commitment is the social actors' willingness to provide their effort and loyalty to the social system. The attachment to the personality system of social relations can be self-expression, so it can increase employees' morale and behavior to work better and produce their work achievement. Work achievement is considered as an important parameter in the organization and is recognized as a profession to find innovative ways for organizational progress. Based on this description, it can be assumed that organizational commitment positively influences job performance. Commitment to organization is related positively to a variety of desirable work outcomes including employee job satisfaction, motivation and performance, and related negatively to absenteeism and turnover. Performance improvement in an organization goes beyond the commonly accepted principles of good management and effective leadership by engaging the emotional commitment of the employee.

**Organization support:**

Organization support refers to employees' perception of being valued and cared about by their organization. This concept is theoretically based on reciprocity in the social exchange relationship. In situations of perceived organization support, employees' trust that their increased effort toward reaching organization goals will be noticed and rewarded. Although an organization may encourage support in a number of areas, this study focuses specifically on organization support for creativity, which refers to the extent to which an employee perceives that the organization encourages, respects, rewards and recognizes employees who exhibit creativity. The more employees feel they are supported by the organization the higher their commitment to the organization becomes. Organizational support enhances employees' positive view toward their job. In addition to that, organizational support also affects the commitment and job

involvement. It means involvement with interests relating to job. The higher the personnel support, the higher their commitment to their jobs. Increase of perception of organizational support of employees leads to higher performance and tendency of employees to remain in organization and reduces work pressures and feedback behaviors (such as the tendency to leave work and leaving work).

### **Managerial Support:**

Managerial support involves the process of influencing employees to work for the achievement of organizational goals. A manager's leadership can have direct impact on the satisfaction of employees through personal contact and indirect impact through shaping supporting policies. Managerial support is described as the degree to which the leaders appreciate the contributions of its employees and care about their welfare. Employees are probably going to remain in those associations where they trust that their capacities, commitments, and positive attitudes are valued (Terera & Ngirande, 2014). A leader with excellent support is what makes employees feel heard, appreciated, and favored. With support, people can face adversity and overawed challenges and more willing to sustain a positive image of capable learning and development and demonstrate its success. A manager performs many functions in an organization. A leader makes a clear vision of the organization, motivates employees, guides employees through the work process, and strengthens the moral (Turk, 2007). The most performance enhancement activities, managers can use, have a negligible impact on the performance of individual employees. The outcomes indicate that managers have an excellent opportunity to dramatically improve employees' performance and focus their efforts on a much smaller list of benefits. The managers who set criteria of performance appraisal and provide fair and accurate informal feedback from the management on performance can significantly increase the individual performance (Trinka, 2005). Efficient fluency of work means managers engage in work with their employees and support them in all the problems they have encountered during the work.

### **Job Support:**

It is likely that there is relationship between how much an employee perceives support from supervisors and co-workers and the level of commitment they have towards the organization.. Benson (1998) found that contract workers could perceive that they were simultaneously supported by their agency and by co-workers in their host organization

although the levels were higher for the latter. Because of the absence of any research into the notion of dual support (from supervisors and co-workers) from two organizations (agency and host firm) the following is hypothesised in order to explore this aspect of commitment more fully. Job support generally provides help for staff in dealing with the demands of working in institutional corrections and for ideas of how to overcome problems, as well as making them feel part of the group and organization. In the end, the organization benefits with a stronger voluntary connection from staff. Management and supervisor support can be improved by efforts on the part of the organization. Training and rewards can be instituted to increase the support of staff by managers and supervisors (Lambert et al., 2016).

## CHAPTER-IV

### RESULTS AND DISCUSSION

This chapter includes the presentation and interpretation of relevant data in order to achieve objectives of the study. It provides systematic presentation and analysis of primary data. The result is mainly based on responses of questionnaire administered to employees of Nepalese commercial banks. Various statistical models are described. This chapter also covers the text of hypotheses, which were formulated in the previous chapter. The results are discussed in terms of their relation to each of the relevant research objectives. SPSS version 23.0 was used to perform the analysis to explain results. This section deals with analysis respondents' profile. The correlation analysis as well as regression analysis is done.

#### 4.1 Respondent Profile

This section gives the summary of the primary data collected through the questionnaire distribution. In total 202 respondents were surveyed and analyzed in accordance with the objective of study. The analysis of demographic profile is done by the interpretation of the responses collected. This section deals with the profile of their respondents characterized by gender, age, qualification, position, year of joining in the organization and earning income.

##### 4.1.1 Gender of the Respondent

The gender of the respondent shows the number of male and female employees working in the commercial bank in Kathmandu Valley.

**Table 10: Gender**

		Frequency	Percent
Valid	Male	96	47.5
	Female	106	52.5
Total		202	100

Source. *Survey, 2024*

Table 1 shows that out of 202 respondents chosen from employees working on commercial bank inside Kathmandu valley, 47.5% are male and 52.5% are female. As

per the survey, it seems commercial banks consist of more number of female employees inside Kathmandu valley.

#### 4.1.2 Age Group of the Respondents

**Table 11 :Age Group**

		Frequency	Percent
Valid	Under 25	40	19.8
	25 – 35	152	75.2
	36 – 45	10	5
	Total	202	100

Source. *Survey*, 2024

Table 2 shows that majority of the respondents fall under age group of 25-35 years i.e. 75.2%. Similarly 5% of the respondents fall under age group 36-45, approximately 19.8% respondents are of age group below 25 yrs. From the survey results, it seems like majority of the employees in commercial banks are of age group 25-35 years.

#### 4.1.3 Academic Qualification of the Respondents

**Table 12 :Academic Qualification**

		Frequency	Percent
Valid	Higher Secondary	4	2
	Bachelor	87	43.1
	Masters	109	54
	Above Masters	2	1
	Total	202	100

Source. *Survey*, 2024

The table shows that out of 202 respondents 2% hold intermediate degree and 43.1% of the respondents has bachelor's degree. Similarly, 54% have master degree and only 1% of the employees hold above master degree. As per the study it seems, majority of the employees hold master degree in commercial banks in Kathmandu valley.

#### 4.1.4 Present Position at Bank

**Table 13: Present Position**

		Frequency	Percent
Valid	Manager	12	5.9
	Officer	41	20.3
	Senior Assistant	26	12.9
	Assistant	94	46.5
	Others	29	14.4
Total		202	100

Source. *Survey, 2024*

Above table presents, the designation of employees working in commercial bank in Kathmandu valley. 5.9% of the respondents are involved in managerial level and 20.3% of them are in Officer Level. Also, 12.9% of the respondents work as senior assistant. Whereas, 46.5% of the respondents work in assistant level and remaining 14.4% of the respondents work in others position. It can be clearly observed from the table that most of the respondents work in assistant level.

#### 4.1.5 Year of Joining in the present Organization

**Table 14: Year of Joining**

		Frequency	Percent
Valid	Before 2014	4	2
	2015 – 2019	24	11.9
	2020– 2024	174	86.1
Total		202	100

Source. *Survey, 2024*

The table shows that only 2% of the respondents joined before 2014 and 11.9% of the respondents from 2015-2019 where as 86.1% of the respondents were enrolled from 2020-2024. From the survey results, it seems like majority of the employees in commercial banks were enrolled in 2020-2024.

#### 4.1.6 Earning per month

**Table 15: Earning Income**

		Frequency	Percent
Valid	Up to 25000	37	18.3
	25001 – 50000	124	61.4
	50000 – 75000	25	12.4
	Above 75000	16	7.9
Total		202	100

Source. *Survey, 2024*

The table shows that 18.3% of the respondents earn up to Rs. 25000, 61.4 of the respondents earn between Rs 25001-50000. Where, 12.4% of the respondent earns between Rs 50001-75000 and 7.9% of the respondents earn above Rs 75000. From, the survey it shows that majority of the employees in commercial banks earn Rs 25001-50000.

#### 4.2 Reliability Analysis

Reliability can be thought of as consistency in measurement. Reliability procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. The Cronbach's alphas measure the model of internal consistency, based on the average inter-item correlation. After the data collection from the respondents, Cronbach's alpha coefficient was also calculated to identify the reliability of the instruments used. Further the Cronbach's alpha of all the sample size was tested and it was found that the values are well within the range of good to excellent reliability. The Cronbach's alphas ( $\alpha$ ) were calculated and are mentioned in table.

**Table 16: Reliability Analysis**

	No. of Items	Alpha Value ( $\alpha$ )
Managerial Support	5	0.584
Job Support	5	0.674
Organization Support	4	0.748
Organizational Commitment	15	0.924

Source. *Survey*, 2024

Shows the questionnaire instruments for the further data reliability test, the different instruments used contain different set of questions like 5 in Managerial support and Job support. Similarly, Organization support contains 4 and Organizational commitment consist 15 questions. The instruments used here for independent variable consists the range from 0.584 to 0.924. The highest Cronbach's Alpha was for Organizational Commitment (0.924) and the lowest is of Managerial support (0.584). This reliability of the study is confirmed because all the variables' Cronbach's Alpha was at the desired level of 0.50 and above. This shows the increase inter correlation among the test item possessing higher internal consistency and validity of the study.

### 4.3 Descriptive analysis

This section deals with the descriptive analysis of the data, collected through the questionnaire during the research process. These values help researcher to analyze the data with respect to frequencies and aggregation relating to research questions and variables. For this purpose five point Likert scale questions asked to the respondents in part II which scale from 1 (strongly disagree), 2 (disagree), 3 (neutral) 4 (agree) 5 (strongly agree). Similarly, in part III seven point likert scale questions asked to the respondents which scale from 1 (strongly disagree), 2 (moderately disagree), 3 (slightly disagree), 4 (undecided), 5 (slightly agree), 6 (moderately agree), 7 (strongly agree).

**Table 17: Descriptive Analysis**

	Minimum	Maximum	Mean	SD	Skewness	Kurtosis
Managerial Support	1	5	3.87	0.50	-0.90	2.88
Job Support	1	5	3.88	0.56	-0.84	1.01
Organizational Support	1	5	3.36	0.75	-0.30	0.10
Organizational Commitment	1	7	5.08	1.13	-0.79	1.03

Source. *Survey, 2024*

Table 8 shows that shows summary of descriptive statistics of dependent or independent variables. The independent variables are managerial support, job support, organization support whereas, organizational commitment is dependent variable. From the table the mean of the entire variable which range in between 3.87 to 5.08. It shows that Organizational commitment has the highest mean i.e 5.08 whereas managerial support, job support and organizational support have means of 3.87, 3.88 and 3.66 respectively. The minimum number of the question item is 1 and maximum is 7. To test the normality of data skewness and kurtosis test were examined. Skewness and kurtosis are the indicators to see the variable is normally distributed. Managerial support has -0.90 skewness and 2088 kurtosis. Similarly the value of skewness and kurtosis of other variable (job support, organization support and organization commitment) are mentioned in the table. We can see that the distribution for managerial support, job support and organization commitment is moderately skewed while the organization support has a fairly symmetric distribution. Since the standard range of the skewness is  $\pm 3$  which is fully satisfied by the generated value that range - 0.30 to -0.90. Again the standard kurtosis range between  $\pm 10$ . Since, all the variable of the kurtosis range from 0.10 to 2.88 which shows both skewness and kurtosis are acceptable suggesting the normality and uniformity of the data.

#### 4.4 Correlation Analysis

Pearson's correlation analysis is carried out in order to know to what extent variables under study are correlated to each other. It is done for the determination of the strength between the variables and concludes the relation established between the all of the

component of the independent and dependent variable. A positive correlation reveals that the direction of the relationship is positive with one increasing in reaction to the other's increase. Meanwhile a negative correlation reveals that an inverse of the above which is increase in one variable when there decrease in other. Pearson coefficient of correlation between antecedents and outcomes variables are shown in the table. The coefficient of correlation indicates that all the independent variables (Managerial support, job support, and organization support) were positively related to the dependent variable (Organization commitment)

**Table 18: Correlations Analysis**

		1	2	3
Managerial Support				
Job Support	.452**			
Organizational Support	.357**	.567**		
Organizational Commitment	.363**	.445**	.572**	

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

Source. *Survey*, 2024

Table 9 shows the result of Pearson correlation analysis between independent variables (i.e. Managerial support, job support and organization support) and dependent variable (i.e. Organization Commitment). Based on the result of 202 respondents, the correlation between managerial support and organizational commitment has a strong relation ( $r = .363$ ,  $p < 0.01$ ). Similarly, the strong correlation between the relationship with job support and organizational commitment, is shown in the table ( $r = .445$ ,  $p < 0.01$ ). Lastly, organization support also shows the strong relation with organization commitment ( $r = .572$ ,  $p < 0.01$ ). Since, all the values generated from the table clarifies that there is a significantly strong relation with the entire dimension from the support factors on organizational commitment in commercial banking sectors.

#### 4.5 Multicollinearity

**Table 10: Test of Multicollinearity**

Models	Collinearity Statistics	
	Tolerance	VIF
Managerial support	0.781	1.281
Job support	0.607	1.648
Organization support	0.665	1.503

Source. *Survey*, 2024

Table 10 shows the tolerance factors and VIF test conforming the significant positive relationship between the related variables. VIF value shows the coefficient of multiple co-linearity, which means that the variables are very much connected with each other. When two variables are highly correlated it means both variable are showing same occurrence and both are showing same information. This provides the sufficient for the no multicollinearity. Multicollinearity is detected with the help of tolerance and its reciprocal, known as (VIF). If the value of tolerance is less than 0.2 or 0.1 and simultaneously the value of VIF 10 and above, then the multicollinearity is problematic. Since, the value generated from the research which is presented in table 4.6.2 tolerance level of managerial support is 0.781 with 1.281 VIF and in Job support is 0.607 with 1.648 VIF. Lastly, in organization support has the value of tolerance is 0.665 with 1.503 VIF. All the variables VIF is less than 2 and tolerance factor is greater than 0.60, the VIF less than 10 and the tolerance value is greater than 0.2 concluding that there is no multicollinearity deducting the problem of the dependency in independent variable.

#### 4.6 Model Summary

**Table 11: Model Summary**

Model	R	R Square	Adjusted R Square	S.E.
1	.604a	0.365	0.355	0.90358
F	37.928***			

Source. *Survey*, 2024

The table represents a multiple linear regression model with organizational commitment as the dependent variable and Managerial support, job support and organizational support as the independent variable. This shows that the overall significance of model is confirmed by significant F statistics. Where the F value shows that the model is significant with SE 0.90358. The adjusted R square value of 0.355 shows that around 35 percent of the variation in the dependent variable is explained by this model and remaining 65 percent is attributed to unexplained variation.

#### 4.7 Regression

**Table12:Regression**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.578	0.554		1.043	0.298
Managerial Support	0.331	0.144	0.147	2.29	0.023
Job Support	0.247	0.146	0.123	1.699	0.091
Organizational Support	0.672	0.104	0.449	6.47	0

Source. *Survey,2024*

Table 12 describes relation between variables dependent and independent variables with their beta value. VIF value shows the coefficient of multiple co-linearity, which means that the variables are very much connected with each other. When two variables are highly correlated it means both variable are showing same occurrence and both are showing same information and significant value. The value of  $\beta$  shows us the nature of relationship between dependent and independent variables. If the  $\beta$  value is positive means that there is positive relationship between independent and dependent variable and the negative value of  $\beta$  means there is negative relationship between independent and dependent variable. The table shows that the level of significance and impact of social factors on organizational commitment. The beta coefficient for managerial support is positive (0.331) which shows that managerial support has positive

relationship with organizational commitment. Based on the study it was found that there is significant relationship between managerial support and organizational commitment at 5% level of significance as its p value i.e. 0.023 is smaller than 0.05.

Since, employees seem to be satisfied with job support which is provided by organization. The beta coefficient for job support is positive (0.247) which shows that there is a positive relationship with organizational commitment, Based on the study it was found that there is no significant relationship between job support and organizational commitment at 5% level of significance. The p value i.e. 0.091 is greater than 0.05.

Similarly, organizational support has positive impact on organizational commitment as its beta coefficient is positive i.e. (0.672).Based on this study most of the employees responded that supervisor and coworkers listen, suggest and cooperate. Most of them feel satisfied with the organizational culture and support. The respondents feel they are clear about the goal and responsibility at workplace. Likewise, it is significant at 5% level of significance as p value i.e. 0.000 is less than 0.05.

H1: Organizational support positively affects organizational commitment.

As a result, employees perceive the support from their managers as organizational support .The relationship between organizational support and organizational commitment was positively significant. It is significant at 5% level of significance as p value i.e. 0.000 is less than 0.05.Hence, H1 is accepted.In an organizational context, organizations treat employees well via opportunities for reward, kind of treatment; employees will increasingly feel a sense of praise, support, or approval from their organization then have higher job satisfaction and may reciprocate through effort exerted towards performing well on the job or serving the organization. The study confirms that if employees who believe that their organization supports them and cares for their well-being are more likely to feel a sense of obligation toward the organization and therefore, to reciprocate the favorable treatment with increased loyalty and commitment .The results indicate that if employee who perceived organizational support, they are more satisfied with their job. A good work result will be obtained when employees have strong commitment to the organization and a psychological attachment to the organization. This result is relevant with the research by Sharma and Sinha (2015), and Al Zeifeti and Mohamad (2017).

H2: Managerial support positively affects organizational commitment.

Research shows that there is a significant relationship between managerial support and organizational commitment. The study it was found that there is significant relationship between managerial support and organizational commitment at 5% level of significance as its p value i.e. 0.023 is smaller than 0.05. Hence, H2 is accepted. Managerial support for employees plays an important role in organizational effectiveness. Employees see the managers who evaluate their performance and report to higher level management as representatives of the organization. Employees who consider their manager to be qualified, trustworthy, and whose managerial style they like are more inclined to share the organization's values and objectives, and to value the organization.

H3: Job support positively affects organizational commitment.

Managers should focus on increasing the employees' job support in factors such as the work itself, benefit programs, rewards, work conditions, and promotions. These can influence the way a person would feel and perceive about their jobs. Indeed, managers may also apply job rotation so each employee will have an opportunity to perform different tasks using various skills and talents. By using this method, it may be able to further increase the interests the employees would have in their job. Furthermore, managers might also decide to make use of a rewarding system to recognize those employees who perform their job well. The results show that the relationship between job support and organizational commitment did not reach the significant level. It was found that there is no significant relationship between job support and organizational commitment at 5% level of significance. The p value i.e. 0.091 is greater than 0.05. Hence, H3 is rejected.

#### **4.8 Results**

As such this study was carried out with the primary objective of understanding the determinants of success factors and its relationship with organizational commitments among the employees working in commercial banks inside Kathmandu valley. The study is based on primary source of data. The opinion of 202 respondents was analyzed in order to know the view of employees towards impact of social support on organizational commitment in banking sector. Correlation analysis and regression analysis was conducted in order to analyze the relationship and significance between independent and dependent variables. Similarly descriptive statistics has been conducted to find fact of each variable and understand each variable.

Based on the analysis of data, the major findings of this study are summarized as follow:

- Out of 202 respondents, majority of them were female i.e. 52.5% and remaining were male i.e. 47.5%.
- Among the data collected, 19.8 % of respondent fall under age group below 25 years, 75.2% of them fall under age group of 25-35, and 5% of them fall under age group 36-45.
- Educated human resource represents strong human assets of organization. Majority of the respondents i.e. 54% hold master degree. 43.1% of the respondents hold bachelor's degree. 10% of them holds intermediate degree and 1% of them hold above master degree.
- Based on study, most of the respondents work on assistant level i.e. 46.5% and 5.9% of the respondents are involved in managerial level and 20.3% of them are in Officer Level. Also, 12.9% of the respondents work as senior assistant, and remaining 14.4% of the respondents work in others position.
- On surveying about the joining in organization, 2% of the respondents joined before 2014 and 11.9% of the respondents from 2015-2019 where as 86.1% of the respondents were enrolled from 2020-2024.
- Based on study, 18.3% of the respondents earn up to Rs. 25000, 61.4 of the respondents earn between Rs 25001-50000. Where, 12.4% of the respondent earns between Rs 50001-75000 and 7.9% of the respondents earn above Rs 75000.
- The reliability test presents the acceptable data on the organization commitment (dependent variable) whereas managerial support, job support and organization commitment (independent variable) including all of question items the value was acceptable for the further analysis.
- Among the data collected in the study, organization commitments has the highest mean i.e. 5.08 whereas managerial support, job support, and organization support have means of 3.87, 3.88 and 3.36 respectively.
- The descriptive analysis of the skewness and kurtosis results on the acceptable data for the both of the dependent and independent variable.
- To test the normality, the value of skewness and kurtosis shows that they are acceptable within the acceptable range  $\pm 3$  and  $\pm$  respectively.

- Correlation analysis regression shows that all the dimensions of success factors (managerial support, job support, organizational support) have positive relation with organizational commitment.
- The coefficient of the correlation shows the strong significant relationship between all the variables among the social support and organization commitment.
- The regression analysis showed significant relationship between managerial support and organizational support with organizational commitment. Based on study, there was no significant relationship between job support and organizational commitment at 5% level of significance.

#### **4.9 Discussions**

The above discussion presents us detailed analysis of how various factors are correlated with organizational commitment and can affect the same. The results of analysis supplement the earlier studies. It has been observed that various independent variables have a positive effect on the dependent variable of organizational commitment. The findings of my study reveal that social support contributes the organizational commitment. Likewise, Khalid (2020) also finds that social support also contribute the organizational commitment. The results of analysis supplement the earlier studies. It has been observed that various independent variables have a positive effect on the dependent variable of organizational commitment..The coefficient of the correlation shows the strong significant relationship between all the variables among the social support and organization commitment. The regression analysis showed significant relationship between managerial support and organizational support with organizational commitment. Based on study, there was no significant relationship between job support and organizational commitment at 5% level of significance. The theoretical underpinnings of our study hold that as a result of provision of different kinds of support from the organization to the employee, it is likely that the commitment of employee to their employer will increase as explained by the norm of reciprocity theory. Whereas, Williams and Soane (2015) which is confirmed by study through establishing a significant relationship between human resource management and employee commitment when a company supports its employees by offering numerous amenities their level of commitment rises. Many other investigations including Chew

and Chan (2018) found similar results. Furthermore, the theory of social exchange refers that those who are treated fairly by others will repay as a phenomenon of exchange between the two parties entering into an exchange relationship. Thus the norm of reciprocity comes as a result of the exchange. Organizational settings are also characterized by such exchanges. While these exchanges occur in the organizational environment, the employees identify their goals with the goals of the organization; they exert extra effort, and keep attached to the employer who supports them. The whole discussion above shows that the employees of the bank become more committed as a result of support while endorsing the theory of social exchange and the norm of reciprocity.

## **CHAPTER V**

### **SUMMARY AND CONCLUSION**

This chapter gives a summary of key findings of the study presented according to the objectives of the study. Conclusions are drawn from the findings of the study.

#### **5.1 Summary**

Banking sector is often regarded as one of the risky as well as lucrative business. It is often driven by result- oriented approach, meeting targets in stipulated time to expand the horizon of the business and remain highly profitable. Due to this, employees are supposed to give more time and effort to fulfill the pre-determined goals and targets of the organization. Though there is pre-fixed office time, employees are supposed to work beyond the office hours due to the nature of work and transactions in banking business. Employee commitment is highly necessary in banking sector without which the organization couldn't meet the targeted goals. It is often said that bankers have a hectic life as they are likely to spend most of their time in office. Working persistently for longer hours may decrease the employee morale and commitment. Mutual support, co-operation, healthy relations, harmonious working environment, physical and emotional comfort etc. is highly significant to enhance working efficiency and have synergic output. Hence, it is very vital to assure that every employee feel socially supported in their organization so that they would have high degree of commitment towards their work and entire organization. Social support induces an employee to have better work performance as it provides higher commitment and motivation to the employees navigating the organization towards achieving the ultimate goal.

Organization Commitments are the activities which are voluntary, which goes beyond the formal obligations of employees. Organization Commitment can significantly affect the efficiency of the entire organization. Thus the mix of Job Support, Organization Support and Management Support can be positively used in order to enhance the position of financial institution and increase its dimension in the market place. Currently the Nepalese Banking sector faces many challenges like Increasing Competition, Cultural Shift, Regulatory Compliance, Changing Business Models, Rising Expectation of Customer and Customer Retention, Security Breaches and Employee Turnover

Ratios. With so many banking industry challenges to contend with, charting a clear path forward can seem like an overwhelming task but with the right team to support all the efforts it is attainable. By embracing the concept of job support, organization support and management Support a bank can tackle banking industry challenges and embrace digital transformation.

The main purpose of the study is to examine the impact of organization support on organizational commitment in commercial banks of Nepal. It also analyzes the relationship between managerial supports on organizational commitment. Finally, it also examines the impact of job support of employees on organizational commitment in commercial banks of Nepal.

After reviewing the literature available, it may be concluded that most of the approaches to organizational commitment developed so far have the potential to contribute to a better understanding of organizational commitment and thus cannot be ignored in any re-conceptualization of commitment. The criticism leveled against these approaches can be used as a basis for furthering the scope of research in organizational commitment. From review of the existing theories, it also emerges that a multidimensional approach towards OC needs to be adopted. It is multi-faceted and hence needs to take into cognizance the organization and also an individual's perspective. Since commitment has both attitudinal and behavioral implications, it is paramount to come out with a proposition which tries to delve deeper into the psyche of the individual and their interactions with their organization.

All factors that affect Employees Behaviour should be analyzed simultaneously. Not only organizational commitment should be studied, but also job satisfaction, perception of fairness and task variables and leadership behaviors. , managers of public organizations should focus on strengthening their employees' loyalty to the organization. Both Government sector and Private sector managers and Commercial Bank should focus on building strong relationships and social ties between employees. Nowadays, Bank need more capable and committed employees in order to promote their performance, productivity and effectiveness.

This study is based on the primary data, but the study used both qualitative and quantitative approach. The questionnaire survey was conducted to analyze the impact of

social support on organizational commitments of commercial banks of Nepal. In total 202 respondents are surveyed and analyzed in accordance with the objective of study. The research designs used in this study are descriptive research design and casual comparative research design.

There were three different variables that have been used in the study to generalize the finding. The reliability of the questionnaire regarding the managerial support, job support and organization support was evaluated using Cronbach's alpha. The overall Cronbach's alpha value for the study was above 0.5 which means the data could further be used for analysis. The descriptive statistics, correlation analysis and regression analysis were done to analyze the data. The survey was carried out using random sampling techniques to select sample and for data collection.

The positive co-relation between managerial support, Job support, and organization support with organizational commitment. Management Support is essential as in today's extremely fast-growing, but also very complex, banking industry it is important that as many employees as possible exhibit behaviors that go beyond the formal scope of tasks. With such a competitive and global market, this positive co-relation can have a huge impact on the success of the organization. Employees who feel supported by their organization feel the need to "pay it back" to the organization, and therefore want to identify with it. Thus, the entire organization and every manager should support each employee. If the employee feels this support, S/he will become increasingly attached to the organization and will transfer more of its social resources to it, even in the form of citizenship behavior. Management should therefore do all it can to increase employee engagement and ensure that such people remain within the organization. The regression analysis between dependent variable organizational commitment and independent variables shows that variables managerial support and organization support are positively significant with organizational commitment. There was no significant relationship between job support and organizational commitment at 5% level of significance.

## **5.2 Conclusions**

Employees who feel supported by their organization are likely to develop greater affective commitment to the organization; this study suggests that expected changes in

organizational support also contribute uniquely to the development of commitment. Workers who sense high levels of support – coupled with expectations that the organization will increase its support in the future – are likely to experience the strongest commitment to the organization. Companies can therefore foster strong bonds with their employees both by ensuring that workers feel supported, as well as by conveying that they are committed to increasing this support in the future. For establishing a good working climate in organizations, improving quality of life and increasing individual and organizational productivity it is important to raise the level of acceptable levels of perceived social support. The study going by the strength of the results obtained from the analysis conclude that Perceived Organizational Support has a significant positive relationship with employee performance in the selected commercial banks. This is contingent on the fact that Management Support has a statistically significant relationship with Felt Obligation as made evident by the analysis carried out. That is, the more employees feel that they are being supported and encouraged by the organization and her officials like the management, such employees will have better felt obligation, which will in turn improve the performance of the employees. In this regard, adequate support from supervisors can enhance the positivity in employees, the support from organization itself provided alongside supervisor support is more vital. That is, when employees feel that their supervisors actually care about their well-being, seriously consider their goals and values and show great concern for their betterment, only then employees feel a sense of belonging to their organization. Moreover, these actions taken by supervisors are considered as the actions taken by the organization and this support from supervisors leads to the establishment of a positive perception about the organization.

### **5.3 Implications**

This intends to implicit that the management of the community or an organization shall formulate the traditional frame of human resources practices. Nepalese bank shall draw the concept of growth of employees before drawing its policies and guidelines. Planned and performance human resource act must be majored in order to maintain organizational commitment. There are several positive social change implications at the individual, organizational, and societal levels based on the findings from this study.

- The findings can be used to improve the training and job experiences of individual employees, particularly those who are new in their position. This implies that management of the organizations must work out of the traditional frame of HR practices. Banks must be careful on career growth assurance of employees on its policies and action plan. Strategic human resource management must be practiced to maintain organizational commitment. Nepalese banks have thus, maintain good working environment with employee participation.
- They are focused on workplace relations. Employees are satisfied with training and development practices as banks have to NRB compliance of investing in training and development activities. Nepalese banks have thus, maintain good working environment with employee participation.
- Social support plays an important role in Nepalese commercial bank. Therefore, personnel practitioners need to recognize that they can use social support, especially workplace social support, such as supervisor and coworker support, to manage job satisfaction, organizational commitment, and turnover intention. It may be easier and more realistic to use social support to retain workers because human resource managers can learn to cultivate social support, such as activities and events in organizations that help them to build a supportive network in the workplace. For instance, organizations should establish informal forums where workers can talk about work practice (e.g., lunchtime meetings) and also arrange formal scheduled support sessions with coworkers or managers and supervisors or both (Pidd et al., 2004).
- Scheduled sessions are one strategy to ensure that workers have the opportunity to access support, guidance, and direction—especially from supervisors (Maslach, 1982). Furthermore, organizations should invest in training (e.g., leadership and communication) for their supervisors because the study found that supervisor support had the greatest effect on organization commitment. Note that, although this study reported that non-workplace support (family and friends) had a small effect on social support; it had the smallest indirect effect on organizational commitment .so that non-workplace support might be a supplement to a retention plan. For instance, human resource managers can increase job satisfaction and intention to stay of their workers by managing

working hours and creating events in which workers can participate with their family to reduce work-family conflict and role stressor.

- The findings of the study suggest that organizations should improve job satisfaction if human resource practitioners and managers want to increase organizational commitment and retain their workers by conducting job satisfaction surveys or satisfactory assessment at least once every year so that the organizations can be aware of employee attitudes toward work-related outcomes. As the data and sources collected we get to know that commitment taken can be used as a ladder of success or strategy of survival. The guidelines of certain organization improvise structure of management as well as environment. These data and implicates are based on data. Provision of training programs and developing their skill shall be prioritized to enhance work skill and involvement as rise or down fall of any enterprises depend on workforce.

## REFERENCES

- Allen, N.J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18.
- Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. *In Problems and Solutions in Human Assessment*, 285-314.
- Adom, D., Adu-Gyamfi, S., Agyekum, K., Ayarkwa, J., Dwumah, P., Abass, K., ... & Osei-Poku, P. (2016). Theoretical and conceptual framework: Mandatory ingredients of a quality research. *Journal of Education and Human Development*, 5(3), 158-172.
- Anwar, G., & Abdullah, N. N. (2021). *The impact of Human resource management practice on Organizational performance. International journal of Engineering, Business and Management.*
- Ali, B. J., & Anwar, G. (2021). ). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Anwar, G., & Abdullah, N. N. (2021). Inspiring future entrepreneurs. *The Effect of Experiential Learning on the Entrepreneurial Intention at Higher Education.*
- Buchanan, B. (1974). Building organizational commitment: *The Socialization of Managers in Work Organizations*, (Admin. Sci. Quarterly), 19,533–546.
- Cobb, S. (1976). *Social support as a moderator of life Stress. Psychosomatic Medicine*.38(5), 300-314.
- Chan, C. (2018). No Title. *Human Resource Practices, Organizational Commitment and Intention to Stay. International Journal of Manpower*, 29(6), 503–522
- Dick, G., & M. B. (2001). Managerial factors and organizational commitment .A comparative study of police officers and civilian staff. *International Journal of Public Sector Management*, 1478(2), 111-128.
- Deelstra, J. T., Peeters, M. C. W., Schaufeli, W. B., Stroebe, W., zijlstra, F. R. H., & Van Doornen, L. P. (2003). Receiving instrumental support at work: When help is not welcome. *Journal of Applied Psychology*, 88(2), 324-331.

- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573.
- Fred, L. (2002). *Organizational Behaviour*. Tata Mc Graw Hill International, (9<sup>th</sup> ed.), pp-236.
- Gardi, B., Hamawandy, N. M., Vian Sulaiman Hama Saeed, R. M. A., Sulaiman, A. A., Mahmood, S. A., & Al-Kake, F. A. (2020). *The Effect of Capital Competence on the Profitability of Development and Investment Banks in Turkey*. *Solid State Technology*. 63(6), 12571-12583.
- Gopinath, R. (2020). *Impact of Academic Leaders' Self- Actualization on Organisational Commitment in Tamil Nadu Universities – Through Structural Equation Modeling*. *Test Engineering and Management*. 83, 24898– 24904.
- Gaertner, K.N., & Nollen, S. D. (1989). Career experiences, perceptions of employment practices, and psychological commitment to the organization. *Human Relations*, 42(11), 975–991.
- Hasibuan, & M. S. P. (2002). *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta.
- Hollenbeck, M. (2005). *The Role of Human Resource Management Practices in Predicting Organizational Commitment, Group and Organizational Studies*, 11(4), 11(4), 335-357.
- Iverson, R. D. (1996). Employee acceptance of organizational change: The role of organizational commitment. *The International Journal of Human Resource Management*, 7(1), 122–149.
- Leininger, J. (2008). The key to retention committed employees. Retrieved Sep 28, 2017, from [Http://Www.Mekonginsight.Com](http://www.Mekonginsight.Com), pp-556.
- Lee, J. A. (2007). *Organizational justice. A Mediated Model from Individual Well-Being and Social Exchange Theory Perspectives. A Dissertation for the Degree of Doctor of Philosophy, Touro University International*.
- Lambert, E., & Paoline, E. A. (2008). *The influence of individual, job and organizational characteristics on correctional staff job stress, job satisfaction and organizational commitment, criminal*. 4, 541–564.
- Jamal, M. (1990). *Relationship of job stress and employees' job satisfaction organizational commitment, psychosomatic health problems, and turnover motivation*. 727-748.

- Khalid. (2020). *A Study in the Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment*, 1–20.
- Khan, S. & Abdullah, N. N. (2019). *The effect of ATM service quality on customer's satisfaction and loyalty: an empirical analysis*.
- Kottke, J.L. and Sharafinski, C. . (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, Vol. 48 No, 1075–1079.
- Khattak, J.K., Khan, M.A., Haq, A.U., & Muhammad, A. M. (2011). *Occupational stress and burnout in Pakistan's banking sector*.5(3), 810–817.
- Nina, S. (2009). Komitmen organisasi karyawan pada PT. Bank "X" Di Jakarta. *Journal Psikologi* ., Vol 7, No, 81–90.
- Omolara, B. E. (2008). *Influence of work related stress on organizational commitment at Olabisi Onabanjo University Ago Iwoye Ogun State Nigeria, EABR and TLC conferences proceedings Rothenburg, Germany*.
- Porter, L.W., Steers, R.M., Mowday, R.T., B. P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609.
- Pyoria, P. (2011). *Managing telework risks, fears and rules. Management Research*.
- Prabhu, M., Nambirajan, T., & Abdullah, N. N. (2020). Operating competitive priorities of manufacturing firms. *An Analytical Study. Journal of Industrial Engineering and Management*, 13(1), 38–55.
- Rhoades,. Linda,. & Eisenberger, . Robert. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, Vol 87, No, 698-714.
- Savery, L. K. (19932). Perceived and preferred styles of leadership: Influences on employee job satisfaction. *Journal of Managerial Psychology*, 6(1), 28–32.
- Shanock, S. and Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates perceived supervisor support, perceived organizational support, and performance. *Journal of Applied Psychology* ,91, 689-695.
- Swales, S. (2002). Organizational commitment. A critique of the construct and measures. *International Journal of Management Reviews*, 4(2), 155-178.
- Sarason, I. G., Levine, H. M., Basham, R. B., & Sarason, B. R. (1983). Assessing social support: The Social Support Questionnaire. *Journal of Personality and Social Psychology*, 44(1), 127-139.

- Terera, S. R., & Ngirande, H. (2014). The impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5, 481-487
- Trinka, J. A. (2005). *What's a manager to do? Industrial and Commercial Training*.37, 154-159.
- William and Soane. (2015). No Title. *High-Performance Human Resource Practices and Employee Outcomes: The Mediating Role of Public Service Motivation. Public Administration Review*, Doi: 10.1111/Puar.12354, 82(1), 63–81.
- Wagar, T. (2003). *Innovative human resource practices and organizational Commitment: An empirical investigation*.
- Van, D. L., Graham, J.W.,& Dienesch, R. M. (1994). Organizational citizenship behavior: construct redefinition, measurement, and validation. *Academy of Management Journal*, 37, 765-802.
- Yusoff, Y.M., Nejati, M., Kee, D.M.H. and Amran, A. (2020). Linking green human resource.

## APPENDIX

Date: April, 2024

Dear respondent,

I am conducting this questionnaire survey for an academic research as required by the MBS program. The title of my research is “**Impact of Social Support on Organizational Commitment in Commercial Banks in Nepal**”. I would like to state that this research is purely for an academic purpose and I am simply interested in your candid and honest opinion. I assure you that strict confidentiality will be maintained and the information furnished by you will be used only for the academic purpose.

Thanking you for your cooperation.

Keyur Lama

MBS student

Shanker Dev Campus

### Part I

Organization	
Gender	a)Male      b)Female
Age	a)Under 25      b)25-35      c)36-45 d)46-55      e)Over 55
Qualification(Highest Degree)	a) Higher Secondary or Below b) Bachelors c) Masters d) Above Master
Present Position(please tick)	a)Manager      b)Officer c)Assistant      d) Faculty      e)Other if any (please specify).....
Year of joining the present organization	a)Before 2010      b) 2011 – 2015      c) 2016-2021
Earning per month	a)up to 25000      b)25001-50000 c)50001-75000d)above 75000

## Part II

Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
1	2	3	4	5				
MS_1	Supervisors give recognition and credit to those who apply new knowledge and skills to their work.			1	2	3	4	5
MS_2	Supervisor matches associates' needs for personal and professional development with opportunities to attend training.			1	2	3	4	5
MS_3	Independent and innovative thinking are encouraged by supervisors.			1	2	3	4	5
MS_4	Top management expects high levels of performance at all times.			1	2	3	4	5
MS_5	Top management expects continuing technical excellence and competence.			1	2	3	4	5
JS_1	Gaining new information about ways to perform work effectively is important in this organization.			1	2	3	4	5
JS_2	Job assignments are designed to promote personal development.			1	2	3	4	5
JS_3	Learning new ways of performing work is valued in this organization.			1	2	3	4	5
JS_4	Work assignments include opportunities to learn new techniques and procedures for improving performance.			1	2	3	4	5
JS_5	There is strong belief that continuous learning is important to successful job performance.			1	2	3	4	5
OS_1	There is a performance appraisal system that ties financial rewards to use of newly acquired knowledge and skills			1	2	3	4	5
OS_2	This organization offers excellent training programs			1	2	3	4	5
OS_3	Employees are provided with resources necessary to acquire and use new knowledge and skills.			1	2	3	4	5
OS_4	There are rewards and incentives for acquiring and using new knowledge and skills in one's job.			1	2	3	4	5
OS_5	This organization rewards employees for using newly acquired knowledge and skills on the job.			1	2	3	4	5

*Below are statements that describe how you may behave at your workplace. Use the following scale to indicate how often you have done each of the following things in your present job.*

<b>Strongly Disagree</b>	<b>Moderately disagree</b>	<b>Slightly Disagree</b>	<b>Undecided</b>	<b>Slightly Agree</b>	<b>Moderately Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

OC1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	1	2	3	4	5	6	7
OC2	I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5	6	7
OC3	I feel very loyalty to this organization.	1	2	3	4	5	6	7
OC4	I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5	6	7
OC5	I find that my values and the organization's values are very similar.	1	2	3	4	5	6	7
OC6	I am proud to tell others that I am part of this organization.	1	2	3	4	5	6	7
OC7	I could not just as well be working for a different organization even as long as the type of work was similar.	1	2	3	4	5	6	7
OC8	This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5	6	7
OC9	It would take very little change in my present circumstance to cause me to leave this organization.	1	2	3	4	5	6	7
OC10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	1	2	3	4	5	6	7
OC11	There's too much to be gained by sticking with this organization indefinitely.	1	2	3	4	5	6	7
OC12	Often, I find it easy to agree with this organization's policies on	1	2	3	4	5	6	7

	important matters relating to its employees.							
OC13	I really care about the fate of this organization.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
OC14	For me this is the best of all possible organizations for which to work.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
OC15	Deciding to work for this organization was a definite right decision on my part.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

Thank you for your participation. Have a good day!

# IMPACT OF SOCIAL SUPPORT ON ORGANIZATION COMMIT...

By: Keyur Lama

As of: May 26, 2024 9:08:50 AM  
18,261 words - 4 matches - 2 sources

Similarity Index

2%

Mode: Summary Report ▾

**sources:**

215 words / 1% - from 28-Oct-2023 12:00AM  
[books.kdpublications.in](http://books.kdpublications.in)

108 words / 1% - Internet from 16-Jan-2023 12:00AM  
[www.worldwidejournals.com](http://www.worldwidejournals.com)

**paper text:**

i ABSTRACT The research reveals that Social support plays a prominent role in a Banking sector and

**on an individual's commitment towards the fulfillment of employees and** organizational **goals**

. Among the Job support, Managerial Support and Organizational Support which falls under the categories of Social support, the employees of private bank in Nepal considered the factors as an important to continue the job and maintain sound well-being of the employees with satisfaction. Research has demonstrated the impact of social support in organizational commitment in Nepalese commercial banks. For the survey, 202 employees were randomly selected from Nepalese commercial banks. The data analysis is conducted through the calculation of frequencies: mean, standard deviation, Cronbach alpha, correlation and regression analysis. The performance measures like organizational commitment has been used as dependent variable while organizational support, managerial support, job support have been considered as independent variable. The results indicate that organizational support and managerial support have a positive and significant impact on organizational commitment. In contrast, job support has an insignificant impact on organizational commitment. The study also investigated the effects that perceived support from supervisors, co-workers and organizations had on employees' commitment to the employing and client organizations.

**It is suggested that the** Banks **top management should put** attention **much more to make a direct relationship between social support and organizational commitment. In doing so the top management should enhance the social support among** employees **by providing reasonable retirement benefit, PPF** , monetary **benefit etc. Keeping in view to sustain the level of employees commitment at higher level, top management should be very carefully match the length of tenure and social support. In the greater interest of increasing organizational** commitment, **through the increase level of efficiency of employees the top management should create a work culture** environment **within the organization** . It is likely **that**

there is relationship between how much an employee perceives support from supervisors and co-workers and the level of commitment they have towards the organization. Keywords: Social Support, Organizational Commitment, Banking Sector.

CHAPTER I INTRODUCTION 1.1 Background of the Study The impact of social support on organizational commitment in