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**PERCEIVED ORGANIZATIONAL SUPPORT, PERCEIVED SUPERVISORY
SUPPORT, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT
AMONG EMPLOYEES IN COMPANIES AT WESPORTS**

BY

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**THESIS SUBMITTED TO
SCHOOL OF BUSINESS MANAGEMENT, COLLAGE OF BUSINESS
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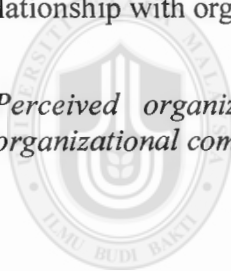
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ABSTRACT

The main objective of this study was to investigate the relationship between perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment among employees in Malaysia shipping industry. Perceived organizational support, perceived supervisory support, job satisfaction are independent variables and organizational commitment is the dependent variables. This study used convenience sampling. 200 questionnaires were distributed in Ocean Alliance or west ports shipping organization in Klang valley and 182 questionnaires were returned. Questionnaire was used to collect the data. Data were analyzed using SPSS software version 23. Analyses used such as reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The Pearson correlation analysis revealed a positive and significant relationship between Perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment. The results of regression analysis showed 23% of the factor perceived organizational support, perceived supervisory support, job satisfaction in this study contributed to the organizational commitment. The regression results indicated perceived supervisory support does not indicated significant relationship with organizational commitment, whereas perceived organizational support, and job satisfaction have positive and significant relationship with organizational commitment.

Keywords: *Perceived organizational support, perceived supervisory support, job satisfaction, organizational commitment*



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ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji hubungan antara persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, kepuasan kerja dan komitmen organisasi dalam kalangan pekerja di industri perkapalan Malaysia. Persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, dan kepuasan kerja adalah pembolehubah bebas dan komitmen organisasi adalah pembolehubah bersandar. Kajian ini menggunakan persampelan rawak mudah. 200 soal selidik diedarkan di Ocean Alliance atau organisasi perkapalan West Ports di Lembah Klang dan hanya 182 soal selidik yang telah dikembalikan. Data dikumpulkan melalui tinjauan soal selidik. Data dianalisa menggunakan perisian SPSS versi 23. Analisis yang digunakan ialah analisis kebolehpercayaan, analisis deskriptif, analisis korelasi (Analisis Korelasi Pearson) dan analisis regresi (Analisis Regresi Berganda). Analisis korelasi Pearson menunjukkan hubungan positif dan signifikan antara persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, kepuasan kerja dan komitmen organisasi. Hasil analisis regresi menunjukkan 23% dari faktor persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, dan kepuasan kerja dalam kajian ini menyumbang kepada komitmen organisasi. Hasil regresi menunjukkan Persepsi terhadap sokongan penyeliaan tidak menunjukkan hubungan yang signifikan dengan komitmen organisasi, sedangkan persepsi terhadap sokongan organisasi, dan kepuasan kerja mempunyai hubungan positif dan signifikan dengan komitmen organisasi.

Kata kunci: *Persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, kepuasan kerja, komitmen organisasi*

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LIST OF ABBREVIATIONS

POS	Perceived Organizational Support
PSS	Perceived Supervisory Support
OC	Organizational Commitment
AC	Affective Commitment
NC	Normative Commitment
CC	Continuance Commitment
SPSS	Statistical Package for Social Science
OST	Organizational Support Theory
SET	Social Exchange Theory



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter will be covered on research background, problem statement, research questions, research objectives, and the significance of the study.

1.2 Background of the study

Organizational commitment is significantly related to job performance, particularly inorganizational citizenship behaviors, unethical behavior, absenteeism, and turnover (Griffeth, Hom, & Gaertner, 2000; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In 21st century, management paradigms of organizations are becoming more puzzling of human. Organizations need their entire employee to contribute their opinions, creativity and ideas to improve overall production value in different sectors to reach the organization goals. Commitment to organizations is an attitude, which is important because it contributes to the organizational goals. Employees who are committed to their work will help produce a good output, productions and achieve high quality performance at the highest standard. According to Zakaria (2002), those who appreciate the vision, mission and objectives of the organization able to meet the needs of the organizational goals that were set by the managements.

With strong commitments employees would have less work pressures and produce more competitive and quality work compare to those who are less committed to the organization.

Those with lack commitment skills, employees will have negative implications on the organization's ability to continue productions and to face challenges in future. Therefore, employee's commitment is linked with several desirable behavioral outcomes such as employee retention, presence, performance, quality of work, and personal sacrifice for the best interest of the organization to make it successful (London, 1983; Randall, 1990).

In Malaysian context, building organizational commitment among employee has become very important for various organizations to enhance their competitiveness. Due to worldwide demographic change, the composition of workforce is changing rapidly and is predominantly occupied. Employees of current era are educated, have ambitious, a vast of different life experiences, great values and ethics compared to previous generations. Employees are generally labeled as more individualistic, and prefer intrinsic work values such as work autonomy, work identity, challenging jobs, and self-expression (Johnson, 2002). Research in Western countries confirmed the above contention (Jurkiewicz & Brown, 1998; van de Velde, Mandy, Feiji & Emmerik, 1988; Yankelovich, 1994; Zuboff & Maxmin, 2002).

Employees are expanding in different workforce and are the important assets for economic growth. According to Mohsen (2016), Employees seems to focus on the process rather than the outcome. They are not interested in making money, as they are interested in contributing to society and their role as parents. Employees prefers to have balanced work life and wants meaningful work life (Kane, 2013). According to the findings from Ericsson

Consumer Lab (2013) research, employees are talented as well as performance driven and ready to resign their job if they cannot meet their expectations.

Current era employees has been affected by globalization, diversification and terrorism. They expect open policies and are demanding for work-leisure balance, technologically savvy and good collaborators. They are able to communicate with other employees from different hierarchies in any organizations regardless of the title and position. Employee demand supervisors to conduct performance reviews for all employees and gives feedback for improvisation. Employee always seek empowerment and flexibility from their supervisors observation. Ericsson Consumer Lab (2013) conducts yearly global consumer research programs in over 40 countries, although the study was conducted in the United States, the result was confirmed by similar surveys done in Britain and the Scandinavian countries. According to Kornblad (2014), based in Stockholm, Sweden, employees, want close relationships with their superiors and expect frequent feedback. Previous studies claimed that workers are said to be least committed to stay with the same company relatively (Goh, 2012; Islam, Teh, Yusuf & Desa, 2011). In addition, Goh (2012) reported that Kelly Services marketing director for Singapore and Malaysia, Jeannie Khoo, stated that job-hopping has become a trend among workforce in Malaysia. In other words, it is difficult to retain employees in most of the business organizations. Other than that, fairness is an important factor that affects employees' intention to leave. Therefore, it is believed that fairness and procedural justice fosters the organizational commitment of employees. Employees also give priority to career development (Ng, Schweitzer & Lyons, 2010). It believed that career development intensifies the organizational commitment of employees

and known that positive work relationships enhance the organizational commitment of employees.

Over 80 percent of world merchandise trade by volume carried by sea and maritime transport remains the backbone of international trade and globalization (Yu, Chi & Chung, 2011). The demand for sea transportation is rising from time to time not only for its quality but also for the quantity. Therefore, one of the causes that support the fulfillment of demands is the provision of adequate human resources in shipping companies. In addition, jobs has become more and more complex and high demands intellectual from time to time in developing countries. For the sake of sea transportation business progress, shipping company needs a good understanding of motivation, behavior, commitment and performance that urges continuous example to deliver organization performance and organization commitment (Thamrin, 2012). Considering the tremendous growth of intercollegiate employees, it is quite evident that in a highly competitive environment shipping companies must demonstrate the significance of employees to garner certain outcomes such as employee commitment, satisfaction, and performance. Malaysia is a country where shipping sector play crucial role in stakeholders and empower economic growth. Moreover, for future it should develop a good grasp of changing dynamics affecting the sector to adjust on demands, competitive environment, and to retain with enhance its competitiveness and attractiveness as a maritime and trade nation for investment purpose. The Asian Institute of Finance (2013) indicates that only 23 percent of workers have intention to work more than 5 years in their current industry in the context

of shipping. 95 percentage of Malaysia's business trade, has a huge impact on the Balance of Payment (BOP).

The opportunities for job/employment, revenue and ease of the BOP can be captured through Malaysia's shipping and e-nation's balance of payments, sustaining and creating employment & revenue for the well-being of the nation. Therefore, Malaysia Shipping Master Plan must be put forth, to revitalize Malaysia's shipping sector, towards a stronger economy. According to Malaysia's Second Outline Perspective Plan (OPP2), the government will achieve its global goals which is to be a strong competitor by 2020 among the South East Asia and to be able to be identified under the National Key Economic Area (NKEA) (oil palm, oil, and gas) which is the biggest export of Malaysia (Elfan, 2015).

1.3 Problem statement

The Asian Institute of Finance (2013), only 23 percent of workers have the intention to work more than 5 years in their current organization. High turnover has a devastating impact on the organization as it not only leads to a decrease in productivity, service delivery and knowledge transfer but also causes difficulties in retaining and attracting talents in an organization especially among the younger generation (Mohd Hanif & Chia, 2013). In addition, there is a concrete believe that employees are not loyal to their organizations and no attractive offers will lead to their resignations. Employees are loyal to their own lives and not to their organizations (Solnet, Kralj, & Kandampully, 2012; Twenge, 2010). In the Malaysian context, it is common that current employees, especially those who are part of current era employees shows a trend of job hopping. According to a 2012 report by

PricewaterhouseCoopers (PwC) Malaysia, younger generations are no longer as loyal compared to the Baby Boomers, who in contrast would choose to stay longer. For instance, upcoming employees has expanded in technology sector and this has affected their social affections and interactions as well (Choo, 2016).

Thus, the biggest challenge for Malaysian organizations is to provoke a sense of commitment among the employees and to instill great values within. As Malaysia aims to transform into a high-income nation by 2020, it is also crucial for organizations to pay more attention to the issue of organizational commitment. According to Meyer, Paunonen, Gellatly, Goy, and Jackson (1989), high organizational commitment among the employees would best explain about how the organization optimizes their employees' productivity, leading to such benefits as low absenteeism, higher efficiency and higher production rates. Lee and Tay (2012) concluded that there are differences in characteristics among the generations in Malaysia and the events that have shaped them if compared with the Western context. Perceptions on their work environment and their organizational commitment could provide meaningful data to aid in the formulation of effective and efficient strategic plans. Perhaps, this research study might contribute to the accomplishment of decreasing costs and increasing the effectiveness in industry.

In order for employees to give their best, they should remain competent and effective in fulfilling their duties. It is the responsibility of organizations to set a conducive working environment. The absence of this will lead to lack of commitment from employees and could increase service deficiency in organizations. As to date, there is a lack of research

conducted on Malaysian employees. Empirical evidence is required to explain the employees turnover in Malaysia so that any retention strategies may be formulated to fit this workforce (Angeline, 2011; James et al., 2008; Queiri et al.,2015; and Yusoff et al.,2013). Employee perceptions on their supervisor's assessments on them in an organizational is important to avoid such negative behaviors like leaving the organization. (Marissa, Kevin & Denver, 2015). Besides that, job satisfaction and organizational commitment articles from scholars' shows majority of studies in human resource management have traditionally focused on groups rather than shipping industry (Chan & Qiu, 2011). However, there are no empirical studies linked with organizational commitment directly with attributes especially in the shipping industry, moreover the three forms of organizational commitment on the other hand. However, certain factors in common may link between perceived organizational support and perceived supervisory support (Mohamad Adel, 2016).

1.4 Research questions

Generally, this study aims to investigate the relationship between perceived organizational support, perceived supervisory supports and organizational commitment among employees in companies at West Ports, Malaysia. Therefore, the research questions of the studies are:

- i. Does perceived organizational support relate to the organizational commitment?
- ii. Does perceived supervisory support relate to the organizational commitment?
- iii. Does job satisfaction relate to the organizational commitment?

1.5 Research objectives

Hence, the objectives of this study are:

- i. To examine the relationship between perceived organizational support and organizational commitment.
- ii. To examine the relationship between perceived supervisory support and organizational commitment.
- iii. To examine the relationship between job satisfaction and organizational commitment.

1.6 Significance of study

This topic gains its importance globally due to the attention paid to workplace conditions when workers are unable fulfill family responsibilities because of their long working hours. This makes workers often feel that meeting family needs could jeopardize their job load. The findings of this paper may be a useful reference for organizations, especially HR managers and policy makers. They could contemplate different work arrangement and flexibility strategies, as well as the implications of demonstrating organizational care and support for employees. This study also would be useful for future researchers and also to the government. Policy makers may gain valuable insights on the variables, while implementing a new policy. By having, a better understanding of the relationship between the four independent variables and intention to work abroad, this will provide organizations and government a clearer picture on how to attract and retain employees through implementing a series of useful policy and approaches. Eventually, this will assist Malaysian Government to achieve the Economic Transformation Program objective from middle-income nation to high-income nation by year 2020.

At the practical aspects, it would be helpful to be able to establish the actual level of perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment among employees in companies at West ports. The findings from the study would also increase awareness of top management on issues pertaining to organizational support of employees. This would help in the creation of efficient policies and strategies as well as development the effectiveness of the implementation in policies. The findings from the study are also expected to provide theoretical contribution particularly in better understanding of perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment in a shipping industry setting. It will also provide support to the perceived organizational and organizational commitment.

1.7 Definition of Key Terms

Table 1.1

Definition of Key Terms

Key Terms	Definitions
Perceived Organizational Support	Employees in a company from global belief concerning the extent to which the organization values their contributions and concern their well-being (Eisenberger et al., 1986).
Perceived Supervisory Support	The degree that the supervisor viewed as an agent or representative acting on behalf of the organization (Eisenberger et al., 2002).

Table 1.1 (Continued)

Key Terms	Definitions
Job Satisfaction	A pleasurable, emotional state resulting from the self-appraisal of individual's job or job experiences (Locke, 1976).
Organizational Commitment	A psychological state that is representative of an employee's relationship with organizations (Allen & Meyer, 1996).

1.8 Organization of thesis

The content of this thesis is organized into five (5) chapters.

Chapter 1: It provide by introducing whole study. It covers the research overview, background of study, problem statement, research objective, and research questions, significant of study, the definition of key terms and organizations of the study.

Chapter 2: This chapter discusses the literature review, which presents the evident relating to the current study. This chapter begins with a discussion of organizational commitment, perceived organizational support, perceived supervisory support, job satisfaction, organizational support theory, social exchange theory, research framework and research hypotheses.

Chapter 3: This chapter further discusses the methodologies applied to collect the data for this study. The method consists of research design, population and sample size, measurement, data collection and data analysis.

Chapter 4: This chapter discusses the findings and analysis of the data collected. It begins with presenting the findings of this response rate, descriptive analysis, reliability analysis, multiple regression analysis and hypotheses result. The data ran through Statistical Package for the Social Science (SPSS) system version 23.0.

Chapter 5: This chapter finally interprets the overall study finding analysis and discusses the general achieved results, and highlights the limitations and recommendations for further study research. Finally, conclude the study.



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CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter explains on the literature reviews and theories on perceived organizational commitment, perceived supervisory support, job satisfaction and organizational commitment. This chapter covers about research hypothesis development and framework.

2.2 Variables of the study

2.2.1 Organizational commitment

A variety of studies have been conducted to determine the perception of Organizational Commitment (OC) (Mowday ,Porter & Steers,1982; Becker.1960).Organizational commitment has been extensively studied, defined and measured in multiple ways. Initially, organizational commitment is ‘the relative strength of an individual’s identification and involvement in an organization’ (Mowday, Steers, & Porter, 1979). In other words, organizational commitment refers to the degree which an employee feels a sense of loyalty to the organization (Allen & Meyer, 1990). Moreover, psychological relationship between an organization and its employees decreases turnover in organizations (Meyer & Allen 1991). Furthermore, organizational commitment reflects positive feelings towards the organization where they would benefit from understanding the antecedents of OC or understanding how OC was adopted in the workplace. Customer-oriented firm is likely to devote on customer’s needs. Therefore, employees perceive positively and influence their commitment towards any organization (Jones et al., 2003).

In the past, numerous studies in the West have been devoted to the concept of organizational commitment and perceived the importance within organizations. In the past, numerous studies in the West have been devoted to studying the construct of organizational commitment, given its perceived importance within organizations same as In the Arab context, has received some research attention (Suliman 2002; Awamleh 1996). Besides that, organizational commitment positively related with a number of important outcomes including low turnover, a decline in job absenteeism and higher job satisfaction, as well as performance, motivation and extra-role performance (Hausknecht, Day, & Thomas 2004). Similarly in Malaysian context, organizational commitment is positively related with the intention to quit (Kuean, Kaur & Wong , 2010), job burnout (Najihah, Mizan, Norsyamina & Jeniwaty, 2010), and job satisfaction (Huam, Teo & Amran, 2012). According to Allen and Meyer (1996) Organizational commitment has three dimensions that are (1) affective; (2) continuance and (3) normative. Each components are discussed further in the following sections. Three components of organizational commitment and are believed that not all forms of commitment related with high service quality and job performance.

Allen and Meyer (1990, p. 1) views affective commitment is defined as ‘employees’ emotional attachment to, identification with, and involvement in the organization’. Conceptualization and measurement of organizational commitment involve different dimensions that include economic, affective, as well as moral aspects labelled in the literature as: ‘continuance’, ‘affective’ and ‘normative’ commitment. Conceptual and measurement overlap between attitudinal and affective commitment has led many researchers to treat or describe these as interchangeable (Dunham, Grube, & Castaneda,

1994; Fields, 2002; Liao & Chuang, 2004; Mathews & Shepherd, 2002; Parker, Williams, & Turner, 2006; Riketta, 2002). It takes the similar approach and focus on attitudinal (or affective) commitment rather than other forms of commitment. Allen and Grisaffe (2001) draw on Ostroff (1992) and propose that the relationship between organizational commitment and results may be stronger at the unit level. Since it is affective commitment, employees behave in ways to support service performance both by avoiding pointless behaviors and focuses on employees who performs the best thus filling in the 'gaps' left by others (Allen & Grisaffe, 2001). Pointless behaviors are not evaluated although they are likely to affect some unit performances, as well as customer assessments of service. It depends on efforts made by employees during the interaction with others when they perform the service. For example, service delivery depends significantly on the behavior of multiple employees in work units (Liao & Chuang, 2004).

Extremely committed are less likely to leave gaps in service. For example, having longer tenure, higher rates of attendance, punctuality are more likely to gather tacit knowledge of products and customers that complete sharing used to fill gaps in other employees' knowledge in their unit (Batt, 2002). Allen and Grisaffe's 'filling-in-the-gaps' idea proved that at the unit level comes from findings that relate to the organizational commitment on employee behaviors that support those around them and inspire interdependent working. Such also where organizational commitment relates to customer satisfaction via organizational citizenship behavior (Nishii et al., 2008). They share to the mission and vision of the organization. Therefore, their commitments are not affected by the low satisfaction of pay, promotion or security. Same as, if shipping industry is accomplish of

enhancing affective commitment among its employees, it would be likely to increase their organizational commitment.

Continuance commitment happens when an employee chooses to remain in an organization because they need to (Meyer & Allen, 1991). Continuance commitment signifies the cost to employee associated with leaving an organization (e.g., loss of pension or other benefits). This perceptive of commitment reflects to a certain degree where the individual needs to remain with the organization. The attachment of physical, cognitive, and emotional investments in an organization, such as compensation and benefits, retirement plans, skills, social relationships, and lost opportunities (i.e., job opportunities with other organizations; McElroy, Morrow, & Wardlow, 1999; Allen & Meyer, 1990). However, Becker (1960) argued that the cumulative consequences of sunken costs of an organization, such as receiving high pay due to a long tenure or ascending to coveted supervisory position through seniority, leaving the organization would be difficult. As referred to these investments as “sunken costs” or “anything of importance that an employee has invested time, effort or money, which would be lost or devalued at some cost to the employee, if they left the organization or occupation” (Wallace, 1997). The sunken costs bind a person to remain with an organization because the substitute of leaving is too costly (Garland, Hogan, Kelley, Kim, & Lambert, 2013). Subsequently, there are few several researches have shown that continuance commitment is related to employee (Currie & Dollery, 2006; Kwantes, 2009).

As an employee advances in terms of tenure, they start to have the perception that they have spent their time, effort and knowledge, which leads to an opinion of increasing cost concerning leaving the organization (Currie & Dollery, 2006). From then, it would be of interest to shed some light in the issue of continuance commitment and tenure especially employees in the shipping industry. This is because they are free to move from one organization to another. They are not attached to any specific industry and therefore flexibility among employees at shipping industry is high.

As Meyer et al. (2004) mention, commitment components have motivational underpinnings, with continuance commitment being particularly influenced by an external regulation of behaviors (i.e., behaviors associated with continuance commitment are ratified because of external demands). However, intrinsic motivation may also provide continuance commitment's dimensions. As pointed out by Jaros, Jermier, Koehler, and Sincich (1993), continuance commitment "reflects a sense of being locked in place because high cost of leaving, the employee feels compelled to commit to the organization since monetary, social, psychological, and other costs associated with leaving are high" (p. 953). With continuance commitment, employees feel compelled to commit to the organization in order to protect the investments made. In other words, employees are committed to the employers because of investments represents reciprocity of necessity such as time and efforts.

Normative commitment refers to the bond that occurs between employees and is the organization due to socialization and person-organization fit. Normative commitment is

the feeling that the employee is obligated to stay at the organization (Meyer & Allen 1991; Allen & Meyer, 1990). As an outcome employees continue with the organization because they feel they should have normative commitment as characterized by a *mindset of obligation* (e.g., obligation to remain with the organization or support a change initiative) (Meyer & Parfyonova, 2009). It is indicated that normative commitment can expand from an individual's family to organizational socialization where beliefs, values, and attitudes are formed that requires the individual to stay with any organizations. Wiener (1982) summarizes normative commitment as "internalized normative pressure, such as personal moral standards" (p. 418). According to Boehman (2007) a calling refers to the idea that a person believes that he/she been selected by external source to work in a particular field or the employees have solid skills, interests, and values.

According to several researchers Powell and Meyer (2004); Meyer, Irving, and Allen, (1998); and Allen and Meyer (1990) investigators should be mindful that, individually, these components (name the components here) provide solid reasons for employees to remain with an organization. This dimensions contrasts from affective and continuous commitment because it is not necessarily an emotional attachment, however reflects a sense of moral duty (Meyer & Herscovitch, 2001).

Potential reasons could be found in the situation where employees are satisfied and emotionally allied to the organization, less obligated to work and feel relaxed. Therefore, to maintain a good working relationship is achievable (Martin, 2008). According to Meyer and Allen (1997), normative commitment is the minimum empirically researched type of

commitment, where normative commitment has less research to date than affective commitment but more than continuance commitment.

2.2.2 Perceived organizational support

Perceived organizational support (POS) has aroused an unlimited deal of interest among researchers in the area of psychology and management (Eisenberger et al., 2004). Employees perceive their relationship with the organization has occurred as a major concern for organizational behavior during the last decades (Shore, Coyle-Shapiro, & Tetrick, 2012). For the value of employees and organizations, it is vital for organizations to recognize employees as valuable sources of human capital. Perceived organizational support (POS) values his or her work contributions and are responsible about employee's well-being. For example, studies have found that employees with high POS have less stress at work and are more inclined to work quicker after any injuries (Shaw et al., 2013). Studies found that employees with low POS feel high pressure, easily succumb to depression, and could not even sleep well. Thus, employee's physical health is decreasing and other symptoms starts to emerge. (O'Driscoll, Ruiz, Woods, Jeggo & Goodship, 2003; Grant-Vallone & Ensher, 2001).

POS from organizations seen as highly competent may be taken by employees as a more precise indication of their accomplishments and thus more effectively meet their need for esteem (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Hill, 1987; Blau, 1964). Similarly, employees may also choose to recognize more with a highly competent organization, helping to meet their sense of belonging (Baumeister & Leary, 1995). Moreover, organizations with highly competent may be more effective in preventing and ameliorating

stressful situations such as work overload and role conflict. In addition, high POS is related to higher performance (Kurtessis et al., 2015; Rhoades & Eisenberger, 2002). POS helps to regulate the organization's readiness to reward efforts made on its behalf (Rhoades and Eisenberger 2002). POS helps to accomplish socio-emotional needs such as self-esteem, approval, and affiliation. Besides, it also leads to organizational membership and employer role status is becoming a part of one's social identity to decrease occupational strain thus improving employee's well-being to reciprocate towards the organization (Rhoades & Eisenberger, 2002). Organizations support employees in terms of applying new emerging policies and strategies that can contribute beliefs and attitudes about the organization (Eisenberger, Mallon & Presoon, 2016). Therefore, supervision and human resources practices leads to high POS. Employees start to attached and believe that any organization would fulfill their objectives and needs throughout their life.

Furthermore, meeting the employee needs as indicated above, POS signals to employees that the organization is ready to provide help with one's job when needed and to reward based on performance. The outcome based on the norm of reciprocity (i.e., the moral obligation to respond favorably to positive treatment; Gouldner, 1960); employees with high POS are more. POS was six times stronger if employees thought the organization had high control over the job conditions (Eisenberger, Cummings, Armeli & Lynch, 1997). Besides, employee views of favorable treatment allied with organizational free choice have a powerful influence on POS. POS would likely improve each employee's emotional bond to his or her organizations (i.e., affective organizational commitment, normative

organizational commitment and continuous organizational commitment (Meyer & Allen, 1991).

Eisenberger and Stinglhamber (2011) proposed that POS outcomes can be categorized in three main categories: increased (1) favorable attitudes towards organization and work (e.g., affective commitment, work engagement), (2) beneficial behavioral outcomes (e.g., performance), and (3) employees' subjective well-being (e.g., job satisfaction and health). Three main processes have been known to explain the relationship between POS and its consequences. Social exchange viewpoint (Blau, 1964) explains that organizational support theory provides tangible and intangible resources to employees, the norm of reciprocity (Gouldner, 1960). It gives a sense of obligation among employees to care about the organizational welfare and help the organization to reach its goals (Eisenberger et al., 1986). Therefore, POS pledge that investments that employees put into their organization will be reciprocated and rewarded (Eisenberger & Stinglhamber, 2011). This contributes to the increase of employees' positive attitudes and behaviors towards the organization (Gaetane, Florence, Stephanie & Matthias, 2017).

Significances of heightened POS are increased organizational commitment, job satisfaction, positive effect, task interest, task performance, and intentions to persist with the organization (Rhoades & Eisenberger, 2002). Even though POS and organizational commitment differs between each other conceptually and empirically (Bishop, Scoot, Goldsby & Cropanzano, 2005; Shore & Tetrick, 1991; Eisenberger, Fasolo & Davis, 1990). Most studies point out that POS is a dominant predictor of organizational commitment

(Makanjee, Hartzer & Uys, 2006). Yoon and Thye (1999) quoted in (Rahaman, 2003) POS and Job satisfaction were both positively correlated with organizational commitment, and both have equal importance in the improvement of organizational commitment of workers.

According to Wayne (2003), it is also proved that research influence of perceived organizational support on Organizational Commitment. Perceived organizational support have relationship with organizational commitment, such as affective attachment and obligation to the organization (Shore & Wayne, 1993). Organizational commitment has been known as a precedent to the constructs perceived organizational support (Fuller & Barnett, 2003; LaMastro, 2000; Mowday, 1999). According to Kaufman, Stamper and Tesluk (2001) reported that POS strongly related to loyalty, an aspect of organizational commitment focused towards the organization. Eisenberger et al. (2001) added POS would improve affective commitment by an obligation to take care about the organization welfares and by the combination of organizational membership and role status into social identity.

Perceptions of organizational support have been related to organizational commitment (Allen, 1992; Cropanzano, Howes, Grandey & Toth, 1997; Eisenberger et al., 1986; Eisenberger et al., 1990; Nye & Witt, 1993; Settoon, Bennett & Liden 1996; Shore & Tetrick, 1991; Wayne, Shore & Liden 1997) both affective and continuance commitment (Shore & Wayne, 1993) as well as normative commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). POS is likely to influence each dimensions of organizational commitment (Chuebang, & Boatham 2011). A meta-analysis conducted by Rhoades and

Eisenberger (2002) shows that POS correlated with affective commitment. Only one study by Fuller et al. (2006) has found that POS intensely related to academics' affective commitment to the university. Specifically, behaviors which are related to organizational support (e.g. promotions, salary increases, training, tangible help) seem to be interpreted by employees as a sign of respect. Meanwhile, perceived organizational support reflections of their employers, which in turn appears to increase in their trust in and the quality of their relationship with the latter (Chen, Aryee & Lee 2005; Cheung, 2000; Eisenberger et al., 1990, 2001).

Eisenberger (2003), in Junak (2007, 4-5) noted that POS will value the organization best when felt obligation and AC are directed towards organizational priorities, i.e. that employees are conscious of these priorities and they are effectively implemented by rewarding and recognizing employee loyalty and dedication. In other words, positive work experiences may lead employees to develop both an affective attachment to their organization (AC) and a sense of obligation to act in its best interests (NC) (Panaccio & Vandenberghe, 2009). In China, even though there are differences in content between the companies human resource practices and those in different countries, but they would have indirect effects on affective commitment through perceived organizational commitment (Xu Guo-hua & Yang Dong-tao, 2004).

The minor, negative relationship between POS and continuance commitment, found from the meta-analysis of POS studies shown by (Rhoades & Eisenberger, 2002) which increase the “negative form of commitment” reflected in CC. POS correlate positively with the

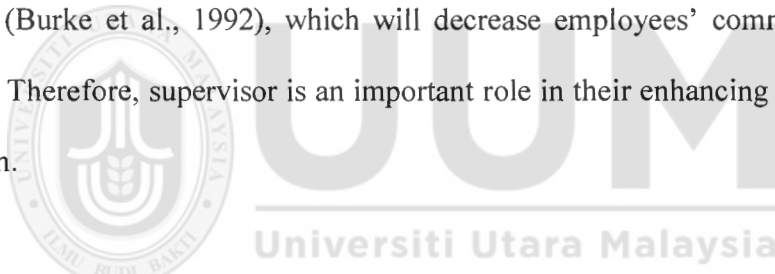
perceived investment of resources, time and effort by the organization in the Constables Education Program (CEP). Likewise, regarding sworn police, given the work by Meyer et al. (1993) on student and registered nurses, it is possible to make some assumptions concerning the outcomes on organizational commitment in the NSW Police Service. POS should initially be fortunate, but later deteriorate as length of service progressed (Currie & Dollery, 2006). Xiong Huibing and Luodong Xia (2008) found that organizational support of University Teachers and their affective commitment and normative commitment were positive related. In addition, research has showed that POS related with employee engagement (both job and organization) predicts job satisfaction, commitment, turnover intent and citizenship (Saks, 2006).

2.2.3 Perceived supervisory support

Perceived supervisory support (PSS), or known as supervisor is viewed as an agent or representative acting on behalf of the organization (Baran, Shanock, & Miller 2012). Supervisors, who act as representatives of the organization, is accountable for directing, evaluating and coaching subordinates. Supervisors play an important key role in higher management. Supervisors have been found to pay back the organization for their own POS by carrying out their jobs more successfully, with more supportive supervision of subordinates. Supervisors also perceived that they had a supportive workgroup were found to be more motivated to treat the workgroup more favorably. Subordinates rate their supervisors as more caring leadership.

Besides, supervisors are satisfied with their jobs and achieve higher level of performance (Eisenberger, Mallon, & Presoon, 2016). Perceived supervisory support to employees

shows high availability of supervisory support (Wei-Chi Tsai & Hao-Yi Chen, 2016). Rhoades and Eisenberger (2002) exposed that perceived supervisor support has effect on employees' performance. Immediate supervisor may contribute to employee's interest as well as the outcomes including role conflict and retention (Thompson, Beauvais & Lyness 1999; Thompson, Thomas & Maier 1992). Supervisory support is also defined as the level to which employees identify that their supervisor is affording support and encouragement for work performance and concerns of employees (Burke, Borucki, & Hurley, 1992). Supervisors are not only main sources of information, but also influence employees' perceptions of their work climate at organizations (Wadhwa, 2012). In other point of view, Non-supportive supervisors may also be unsuccessful in communicating well with their subordinates (Burke et al., 1992), which will decrease employees' commitment to the organization. Therefore, supervisor is an important role in their enhancing the employees work duration.



For newcomers, adjusting with the organization, acting as mentors to more experienced employees, and at the same time continuing to provide critical feedback and assessment on ongoing basis and through the appraisal system for organizations, supervisors are crucial in providing support (Kidd & Smewing, 2001). Supervisor support has been noted in numerous studies as positively related to organizational commitment (Landsman, 2001; Leiter & Maslach, 1988). However, in Anglo American culture, the relationship between supervisor support and organizational commitment is significant despite the fact that supervisor support is seen in different perspectives in distinct cultures (Glazer, 2006). Employees might be more committed to their company when they perceived that their

supervisors provide support and encouragement meanwhile the representatives concern on employee's well-being. Social exchange theory suggest that when supervisors support employees, there is a positive effect on employee attitudinal and behavioral outcomes (Hee Jung Kang, Anthony Gatling & Jungsun Kim, 2015). Though many factors may influence organizational commitment including both personal (e.g., age, gender, race, personality, and attitudes) and organizational factors (e.g., climate and culture, values, fairness of policies, and decentralization) (Meyer & Allen, 1997), some researchers propose that organizational commitment is likely most perceptive of how employees feel about their supervisors and the behaviors they show (London, Smither, & Adsit, 1997).

The nature of the Brazilian cultural perspective as being relational suggests that supervisor support is significant to Brazilian professionals, and thus, PSS related to their organizational commitment (Casper, 2011). Quality supervision contributes to decisions to stay in the organization (Smith, 2005; Dickinson & Perry, 2002). Findings recommended that employees who saw their supervisors as giving them trust and the authority to do the job were extra committed to their organization, as those who perceived their supervisors to involve in feedback and goal-setting (Kidd & Smewing, 2001). From the opinion of normative commitment, it can be said that employees may feel obligated to reciprocate and may become more normatively committed to their organizations in return for supervisor's support (Eisenberger et al., 2002).

Research on supervisory support is a vital factor in organizational effectiveness across many industries (e.g., Lu, Cooper, & Lin, 2013; Thomas, Bliese, & Jex, 2005; Tourigny,

Baba, & Lituchy, 2005). However, little attention has been paid in identifying how supervisory support influences attitudinal and behavioral consequences in shipping industry.

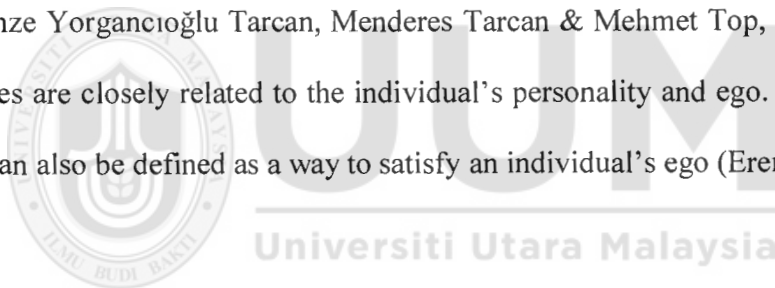
Erickson and Roloff (2007) found that POS and PSS compensate each other in the forecast of a general construct of organizational commitment; in specific, when POS was perceived to be low, perception of supervisor support would strengthen employees' commitment towards their organization and vice versa. Supervisors and coworkers play different roles in supporting the frontline employees (Susskind et al., 2007). Furthermore, there is also a conceptual confusion between perceived supervisor support and perceived organizational support, with supervisor support used as proxy for organizational support (Rhoades & Eisenberger, 2002). Supervisory support has been shown to increase organizational effectiveness as it positively relates to employees' job satisfaction and organizational commitment and negatively relates to turnover and absenteeism (Hutchison & Garstka, 1996; Allen & Meyer, 1990;). Perceived supervisor support had a positive relationship with perceived organizational support and has negative relationship with employees turnover although mediating role by organizational support. Cheng, Jing and Rilley (2003) conducted a study to examine the relationship between supervisory commitment and organizational commitment and to know the effects of the employee outcomes. The study was carried out among employees of Taiwanese companies, and shows that supervisory commitment had significant effect on organizational commitment (Nouruddeen & Choi, 2015).

2.2.4 Job satisfaction

Job satisfaction is about a worker's evaluation on work atmosphere, which achieves an individual's requirement (Locke, 1976). Job satisfaction is very essential not only for employees but also for achievement of the organization, because if a worker is not faithful with the organization and dissatisfaction with a work may cause to high staff turnover (Lim, 2008). Job satisfaction is defined as a pleasant emotional state resulting from a person's appreciation of his/her own job or experience (Locke, 1976). Leap and Crino (1993) view job satisfaction as the attitude of workers toward their job, rewards that they get, and the social, organizational, and physical characteristics of the environment in which they perform. Robbins (2003) sees job satisfaction as general attitude of an individual toward his/her job.

An extensive review of job satisfaction literature supports a stable set of facets, including the work itself, working conditions and policies, rewards, and supervisors and coworkers (Locke, 1976). Past research has shown that job satisfaction has impacts on absenteeism (Obasan Kehinde, 2011; Thirulogasundaram & Sahu, 2014), job performance (Ahmad, Iqbal, Javed, & Hamad, 2014; Christen, Iyer, & Soberman, 2006; Pushpakumari, 2008), turnover intension (Aydogdu & Asikgil, 2011; Issa, Ahmed, & Gelaidan, 2013; Lambert, Hogan, & Barton, 2001; Mahdi, Zin, Nor, Sakat, & Naim, 2012; Medina, 2012; Olusegun, 2013; Yücel, 2012), organizational commitment (Aydogdu & Asikgil, 2011; Azeem, 2010; Gebremichael & Rao, 2013; Gunlu, Aksarayli & Perçin, 2010; Top & Gider, 2013).

On the other hand, employees with high satisfaction leads to great production and great performance (Judge et al., 2001). Subsequently, job satisfactions related to increased employee productivity and performance (Judge & Bono, 2001; Nadarajah et al., 2012). The primary reason for job satisfaction has become such heavily studied notion is its impact on various organizational outcomes such as commitment, performance and identification (P. Sharma, 2017). Job satisfaction is an important factor as it motivates employees to work and eventually leads to prospects of success because of their efforts. When these prospects are realized, satisfaction occurs. Moreover, a moderate relationship exists between an individual's success and the perception of intrinsic and extrinsic satisfaction. There is a weak association between the perception of general satisfaction and the perception of success (Gamze Yorgancıoğlu Tarcan, Menderes Tarcan & Mehmet Top, 2016). Desires and necessities are closely related to the individual's personality and ego. Therefore, job satisfaction can also be defined as a way to satisfy an individual's ego (Eren, 2001).



Job satisfaction is well-defined as the reaction of an individual to specific dimensions of his or her job role (Locke, 1976), and “the perception that one’s job fulfills or allows the fulfillment of one’s important job values to the degree that those values are congruent with one’s needs” (Traynor and Wade, 1993, p. 128). Thus, it is not surprise that managers, supervisors, human resource specialists, employees, and citizens in general are concerned to improve on job satisfaction. (G. Huby et al, 2002). In general, job satisfaction evaluation is based on human interpretations, which are vague and uncertain. Perception and feelings, which underlie the job satisfaction factors are rather qualitative indices expressed as “very satisfied”, “less satisfied”, etc .(S. Z. Eyupoglu, K. I. Jabbarova & K. R. Aliyeva ,2017).

Industrial organization psychology studies on the performance–satisfaction relationship assume that it goes from productivity to satisfaction (Judge, et al 2001). Its size increases with the complexity of the job: since complex tasks may also be more challenging and meaningful, they are driven by autonomous motivation, which is positively associated with both effective performance and job satisfaction (Cecilia Albert, María A. Davia & Nuria Legazpe, 2016). Looking at each perspective critically does not necessarily solve the problem on how to explain job satisfaction. It is perhaps better to examine job satisfaction in relation to the context in which it is being studied and use theory that applies most appropriately to that context (Arnolds & Boshoff, 2002). Although job satisfaction is reportedly relevant across all cultures, there appears to be cultural differences in job satisfaction. (Robbins and Judge, 2015).

Job satisfaction been positively correlated with organizational commitment (Mowday et al, 1979; Schwepker, 2001). Job satisfaction, burnout and organizational commitment of emergency health professionals found significant effects of burnout and job satisfaction on effective commitment, which is one of the organizational commitment dimensions (Akpinar, Tas, and Okur, 2013). In addition, high level of job satisfactions is always linkable with affective commitment. Therefore, researchers reveal that this job satisfaction is one of the significant antecedent in affective commitment (Allen & Meyer, 1996; Iverson & Roy, 1994). Affective commitment develops from work experiences such as job satisfaction, value congruence and organizational fairness (Wasti, 2002). Researches from various countries have confirmed that job satisfaction and organizational commitment are statistically significant of employee absenteeism or turnover, or their intent to quit (Lee et

al, 2009). Thus, in order to reduce new employees' intent to leave, site managers should address the issue of improving the job satisfaction and organizational commitment of new employees to them it self. (Nkomo, 2017).

Previous studies argue about the causative order between job satisfaction and organizational commitment; some researchers argue that job satisfaction leads to organizational commitment (Lincoln & Kalleberg, 1990; Mueller, Boyer, Price, & Iverson, 1994). Considering the fact, conflicts between the relationship of job satisfaction and organizational commitment, connects to variable of factors that may affects the organizational outputs. Many researchers have established that job satisfaction causally comes before organizational commitment (Williams & Hazer, 1986; DeCotiis & Summers, 1987; Tett & Meyer, 1993; Williams & Anderson, 1991). Porter et al. (1974) indicated that job satisfaction shows an unsteady, changeable and instantaneous affective reflection to the work environment. Additionally, others researcher claim that organizational commitment comes before job satisfaction (Vandenberg & Lance, 1992), while some trust that these two are reciprocally related (Lance, 1991; Mathieu, 1991). Hawthorne studies expressed that job satisfaction and commitment requires a great deal of consideration from both academicians and practitioners until the 21st century. Moreover, it was found that employee's attitudes toward satisfaction and commitment are signs to the solidarity between organizational members and management (Tonges et al., 1998). In the past many empirical research has indicated that there is a low correlation between job satisfaction, commitment, and the intention to leave an organization, which suggests that no direct relationship exists. There are satisfied, committed employees who decide to leave, and

dissatisfied, ambivalent employees who persistently remain at their jobs (Nunn, 2000; Norizan, 2012). The work attitudes of job satisfaction and organizational commitment are significant in shaping employees' intent to stay or leave an organization. Organizational commitment might differ according to employees' cultural background or country (Randall, 1993; Rodsutti & Swierczek, 2002; Chao & Spillan, 2010; Valaei, 2016). Malik & Nilakant (2011) argued that experienced employees would drive future with better. However, to compete with competitors, high employability of older and experienced staff is necessary (Marzec et al., 2009; Valaei et al., 2017).

2.3 Underpinning theory

2.3.1 Organizational support theory

According to Eisenberger, Wang & Zhang, (2010), Organizational Support theory (OST) is a bond between the employees and organizations in expressing their emotions. OST has attracted extensive interest because of the potential value of viewing the employee-organization relationship from the employee's viewpoint. This proposes that employees form a generalized view concerning the extent to which the organization values their contributions and cares about their well-being. Thus, this fulfills the need of socio-emotional workers to reduce strain, increase good moods and safeties. Organizational support theory characterize organizations by attributing human-like characteristics to them and develop positive social exchanges with organizations that are supportive (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

2.3.2 Social exchange theory

Social exchange theory explores about individual's support from organizations to develop commitment. If the organization shows supportive behavior (i.e., human resource practices, rewards, procedural justice, etc.), the employee will perceived support from the organizations. In addition, Perceived Organizational Support (POS) starts a social exchange process such as employees feel obligated to help the organization achieve its goals and objectives and assume that increased hard work on the organization's behalf will lead to greater rewards. From point viewed as employment of Social exchange theory as the trade of effort and loyalty by the employee for tangible benefits and social resources from the organization (Cropanzano & Mitchell, 2005). The benefits are exchanged because they are the symbols of a high-quality relationship - it is the exchange of common support of parties (Blau, 1964).

In other words, social exchange theory is a norm of reciprocity, primary to feel obligation to help and increase employee's well-being. Employees act on norm of reciprocity to pursue balance between the favorableness of their direction toward the organization s(Rhoades & Eisenberger, 2002). Therefore, organization can earn their well-being through observations and rewards (Kurtessis et al, 2015). Employees with high POS should engage in greater job-related efforts, resulting in enhanced in-role job performance and extra role performance cooperative to the organization. Moreover, social exchange theory is the most powerful conceptual paradigms for thoughtful workplace where trust, loyal, and mutual commitments are concerned. Consequently, employees who perceive supportive organizational actions (e.g., employee training) as pointed at them will be more likely to

experience a sense of obligation to reciprocate in kind and to repay their employer through improved levels of commitment (Hannah & Iverson 2004; Shore & Wayne 1993).

2.4 Hypotheses development

2.4.1 The relationship between perceived organizational support and organizational commitment.

Most studies point out that POS is a dominant predictor of organizational commitment (Makanjee, Hartzel & Uys, 2006). Yoon and Thye (1999) quoted in (Rahaman, 2003). POS correlated positively with organizational commitment and both have equal importance in improving workers' organizational commitment. POS was strongly related to loyalty, an aspect of organizational commitment focused toward the organization. Eisenberger et al (2001). POS also strongly and positively correlated with organizational commitment and strongly significant using organizational commitment according (Ebtsam, 2015; Talat Islam, 2013; Rhoades & Eisenberger, 2002). Based on previous discussion, the following hypothesis is proposed:

H1: Perceived organizational support is positively related to organizational commitment.

2.4.2 The relationship between perceived supervisory support and organizational commitment.

Numerous studies on Perceived Supervisor Support is related to organizational commitment (Landsman, 2001; Casper, 2011; Leiter & Maslach, 1988). Past studies suggest that when supervisors are supportive, there are positive effects on employee's attitudinal and behavioral outcomes. (Hee Jung Kang, Anthony Gatling & Jungsun Kim,

2015). Though many factors can influence organizational commitment including both personal (e.g., age, gender, race, personality, and attitudes) and organizational factors (e.g., climate and culture, values, fairness of policies, and decentralization) (Meyer & Allen, 1997), Quality supervision contributes decisions for them to remain in organization (Smith, 2005; Dickinson & Perry, 2002). The trust and authority on employees makes them to be more committed to their organization, as well as supervisors who gives great feedbacks (Kidd & Smewing, 2001). Based on previous discussion, the following hypothesis is proposed:

H2: Perceived supervisory support is positively related to organizational commitment.

2.4.3 The relationship between job satisfaction and organizational commitment.

According to Hawthorne studies, job satisfaction and commitment to employing organizations requires a great deal of consideration from both academicians and practitioners until the 21st century. According Lance (1991) and Mathieu (1991) job satisfaction, and organizational commitment are reciprocally related. Job satisfaction is an important factor as it motivates employees to work and eventually leads to prospects of success because of their efforts in organizations, job satisfaction correlated positively with organizational commitment (Mowday, et al., 1979; Eisenberger et al., 2001; Schwepker, 2001). Based on previous discussion, the following hypothesis is proposed:

H3: Job satisfaction is positively related to organizational commitment.

2.5 Research framework

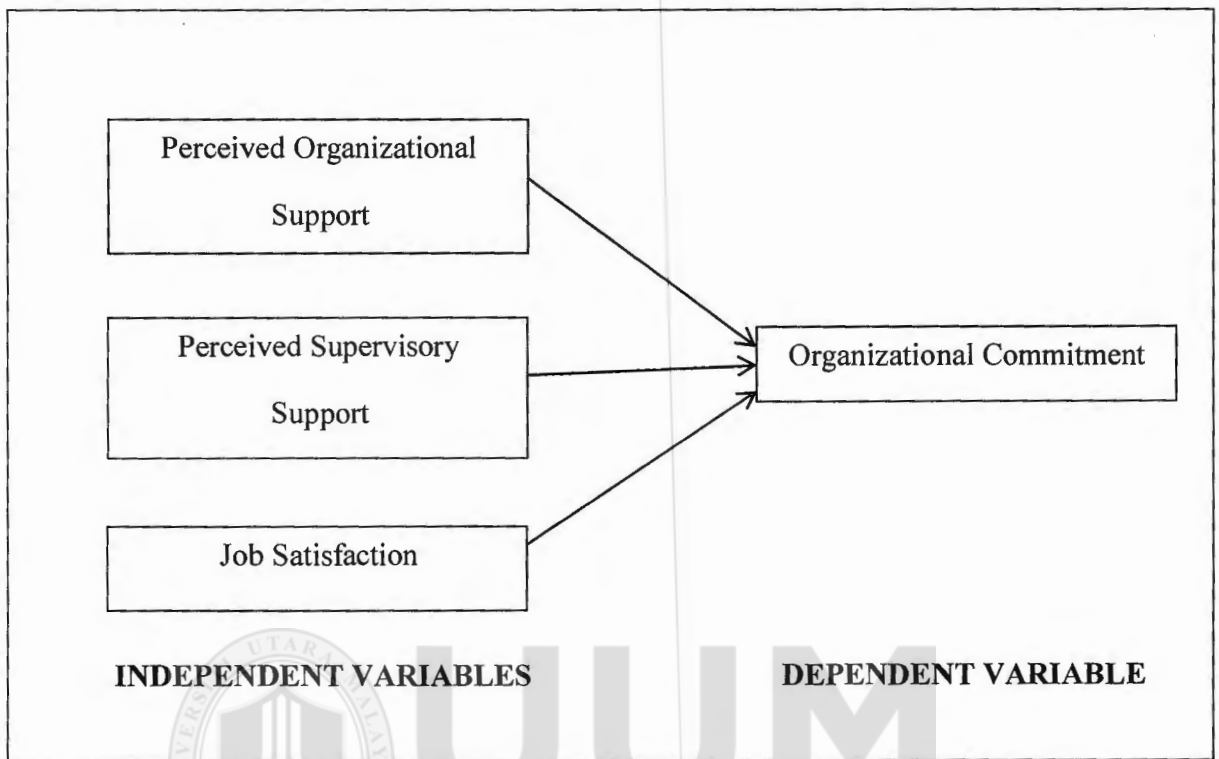


Figure 2.1
Research framework

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses about research design, population and sampling along with measurement, data collection procedures and data analysis.

3.2 Research design

This study used a quantitative approach. Quantitative research design involves numerical data (Chua, 2012). The collected data were analyzed using descriptive statistical and inferential statistical. According Creswell (2013) Quantitative research focuses on measurement and observation, thus data collect are based on predetermined instruments that is able to yield statistical data and enables researcher to test specific hypotheses and examine specific relationships between the variables and project results to population at large (Sekaran & Bougie, 2010).

Primary data collection method was used for this study, as the nature of this study is to obtain the perception of employees, therefore it is most suitable and up-to-date information can be collect. The data for this study collected through self-administrative questionnaires (self-report) from qualified respondent. A clear introductory cover letter about the purpose of the study also attached to the questionnaire for respondents' better understanding on the research. Cross sectional survey were chosen for this study. Cross sectional survey defines as a study that undertaken the data collected in order to answer the research questions (Sekaran & Bougie, 2013). It is mentioned that data obtain from cross-sectional study is

less biased and more accurate (Sekaran & Bougie, 2009). In addition, due to the time constraint and limited time given to collect the data, cross-sectional is more applicable rather than a longitudinal study.

3.3 Population and sampling

The target population for this study is employees from companies at West Ports in Klang Valley. The questionnaire was distributed to 200 respondents in West Ports. According to Sekaran, Marilyn, Pelosi and Sandifier (2005) which states a sample size of 30 to 500 is appropriate for most research. The name and address of the shipping company in Klang Valley obtained from the website of official portal Maritime Malaysia. A few companies at west port has been chosen, these giant shipping organizations were chosen due to Ocean Alliance, which are given high revenue to Westport Malaysia (Sharidan,2017).

Convenience sampling is used in this study. This sampling method has least bias and help to obtain large number of complete questionnaire conveniently, quickly and accessible. Most researchers rely on sampling techniques like convenience sampling, the most common of all sampling techniques. The questionnaires were sent out personally to the respondents to get faster response. These questionnaires distributed to employees in companies at West Ports. Unit of analysis in this research is an individual. Unit of analysis refers to the level of data collection for the data analysis in the next step. Unit of analysis for individuals is like referring to the data that collect from each individual and accepting every employee's feedback as an individual facts basis.

3.4 Measurement

3.4.1 Perceived Organizational Commitment

In order to measure perceived organizational commitment, there are eight-items adapted from Eisenberger, Armeli, & Lynch, (1987) and the cronbach alpha for this study is 0.97. There are 5-point Likert scale range from strongly disagree to strongly agree applied on the questionnaire.

Table 3.1

Items represents the Perceived Organizational Commitment

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Perceived Organizational Support	"Employees in a company from global belief concerning the extent to which the organization values their contributions and concern their well-being"	1) The organization values my contribution to its well-being. 2) The organization fails to appreciate any extra effort from me. 3) The organization would ignore any complaint from me. 4) The organization really cares about my well-being.	0.97	Eisenberger, Armeli, & Lynch. (1987)

Table 3.1 (Continued)

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
		5) Even if I did the best job possible, the organization would fail to notice		
		6) The organization cares about my general satisfaction at work.		
		7) The organization shows very little concern for me.		
		8) The organization takes pride in my accomplishments at work.		

3.4.2 Perceived Supervisory Commitment

In order to measure perceived supervisory commitment, there are six-items adapted from (Eisenberg et al., 2002) and the Cronbach alpha for this study is 0.86. There are 5-point Likert scale range from strongly disagree to strongly agree applied on the questionnaire.

Table 3.2

Items represents the Perceived Supervisory Commitment

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Perceived Supervisory Support	"The degree that the supervisor is viewed as an agent or representative	1) My supervisor values my contributions to the well-being of our organization. 2) My supervisor appreciates extra effort from me at work.	0.86	Eisenberg, Stinglhamber, Vandenberghe,, Sucharski, & Rhoades (2002)

Table 3.2 (Continued)

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
	acting on behalf of the organization"	3) My supervisor takes pride in my work accomplishments. 4) My supervisor really cares about my well-being. 5) Help is available from my supervisor when I have a work problem. 6) My supervisor is willing to help me when I need a special favor.		

3.4.3 Job Satisfaction

In order to measure job satisfaction, there are six-items adapted from (Stephen & Christine, 2007) and the Cronbach alpha for this study is 0.71. There are 5-point Likert scale range from strongly disagree to strongly agree applied on the questionnaire.

Table 3.3

Items represents the Job Satisfaction

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Job Satisfaction	"Job satisfaction is an important motivator for employee performance and has been found to	1) I feel very comfortable in my work environment. 2) I consider my co-workers friends. 3) My management regularly acknowledges when I do a good job	0.71	Stephen, Christine (2007)

Table 3.3 (Continued)

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
	inversely relate to turnover "	4) My values and those of the organization are very similar. 5) I am willing to put in a great deal of effort beyond that normally expected in order to help the organization to be successful. 6) I am very proud to tell others that I work for the organization.		

3.4.4 Organizational Commitment

According to Allen and Meyer (1996), organizational commitment measured with 18-items scales such as "I would be very happy to spend the rest of my career in this organization". The researcher adopted the questionnaire and the Cronbach alpha for the (Allen & Meyer, 1996) study is 0.79. There are 5-point Likert scale range from strongly disagree to strongly agree applied on the questionnaire.

Table 3.4

Items represents the Organizational Commitment

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Organizational Commitment	'A psychological state that is representative of an employee's relationship	1) I would be very happy to spend the rest of my career in this organization. 2) I really feel as if this organization's problems are my own.	0.79	Allen & Meyer, (1996).

Table 3.4 (Continued)

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
	with organizations."	<p>3) I do not feel like part of my family at this organization.</p> <p>4) I do not feel emotionally attached to this organization.</p> <p>5) This organization has a great deal of personal meaning for me.</p> <p>6) I do not feel a strong sense of belonging to this organization.</p> <p>7) It would be very hard for me to leave my job at this organization right now even if I wanted to.</p> <p>8) Too much in my life would be disrupted if I decided I wanted to leave my organization.</p> <p>9) Right now, staying with my job at this organization is a matter of necessity as much as desire.</p> <p>10) I believe I have too few options to consider leaving this organization.</p> <p>11) One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.</p> <p>12) One of the major reasons I continue to</p>		

Table 3.4 (Continued)

Variables	Operational Definition	Number of Item	Cronbach's Alpha	Sources
		work for this organization is that leaving would require considerable personal sacrifice.		
		13) I does not feel any obligation to remain with my organization.		
		14) Even if I were to my advantage, I do not feel it would be right to leave.		
		15) I would feel guilty if I left my organization now.		
		16) I would not leave my organization right now because of my sense of obligation to it.		
		17) It would be wrong to leave my organization right now because of my obligation to the people in it.		
		18) I owe a great deal to my organization.		



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Table 3.5

Five-point likert scale

Scale	Agreement
1	Strongly Disagree
2	Disagree
3	Neither agree nor disagree
4	Agree
5	Strongly agree

3.5 Data collection procedures

Questionnaires distributed to the employees in companies at West ports. Questionnaire was used drop-off and pick-up questionnaires method. It were delivered and collected from respondent by researcher. The data was collected and analyzed accordingly. The target population is employees at West Ports in Klang Valley.

3.6 Data Analysis

After the data collect from the questionnaires, the information collected were, analyze with the Statistical Package for Social Sciences (SPSS) Version 23. Entirely data was first scanned and treated for errors and missing values. The data was scanned for errors and amended accordingly. Frequency analysis is used to generate the data from the demographic profiles. The frequency analysis produce simple solution in generating and analyzing number of respondents based on gender, age, length of employment in the company, marital status and position in the organization. Descriptive analyze was carried out in this research. Descriptive statistics was used to describe the basic structures of the data in a study. They provide simple summaries about the sample and the measures.

Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. This descriptive statistic encompasses the following areas, which are frequency distribution, measures of central tendency and measures of dispersion or variability.

Next, it explains that regression analysis is used to investigate the hypothesis and to verify the link between independent variables and dependent variables. Followed, Multiple Regression analysis used in this study, which is a statistical tool to examine influences between variables. It also supports to realize how the typical value of the dependent variable changes any one the independent variables are diverse, while the other independent variables are fixed. This also identifies which between the between independent variables are connected to the dependent variable and to discover the forms of these relationships. Pearson Correlation Coefficient analysis was carried out. Correlation analysis is to measure the relationship between perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment. The scale recommended by Pupim (2013) used to define the relationship among independent variable and dependent variable, are shown in Table 3.3, and values closer to +1 show a positive relationship. Values closer to -1 show a negative relationship while values closer to zero show the absence of relationship between the two variables.

Table 3.6

Pearson Correlation Coefficient (Pupim, 2013)

Value	Strength of the Relationship
0.70 and above	Very strong relationship
0.50 to 0.69	Strong relationship
0.30 to 0.49	Moderate relationship
0.10 to 0.29	Low relationship
0.01 to 0.09	Very low relationship

Reliability analysis were done by using Cronbach's Alpha reading were used. The reliability test measures the internal consistency and stability of the multi item scales. It indicates the extent which the measurement across the items in the instrument in bias. Commonly used reliability test is the Cronbach's alpha, which is based on the average correlation. Each scale was evaluated for its reliability and unidimensional. A value of Cronbach's alpha of 0.7 or more was used as a criterion for a reliable scale (Nunnally 1978). Chin (1998) has indicated that the standardized loading for each item should be greater than 0.7 to demonstrate reliability but a value of 0.50 is still acceptable. Reliability test using Cronbach's Alpha testing will use to establish the reliability of the variables (Sekaran, 2006). The closer the value of Cronbach's Alpha to 1.0, the higher the internal consistency reliability is.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter discusses about the result of data analysis obtained from data collected from respondents. The response rate, descriptive analysis and respondent's demographic profile are presented in this part of the study. Besides, reliability result, descriptive analysis, the outcome of correlation analysis and regression also included.

4.2 Response rate

In this study, 200 set of questionnaires was printed and hand out to the employees Ocean Alliance member of shipping organization in West Ports, Malaysia. As a result, researcher manages to collect and gathered a total of 182 sets of questionnaires that were completed by 182 employees in companies at West Ports. In that case, data revealed that there are 91% of response rate from the respondents. Please refer table 4.1 as below.

Table 4.1

Summary of Rate Response

Items	Result
Distributed Questionnaires	200
Returned Questionnaires	182
Response Rate	91 %

4.3 Descriptive analysis

The employees were asked to provide information aspects: age, gender, race, marital status, position, length of service and organization appropriately and were calculated by using frequency analysis. Based on Table 4.2, the result indicate that the dominant age category involved in this study are between age of 26-30 years with frequency of 98 people (53.8%) , followed between age of 31-40 years consist of 38 people (20.9%), next 19-25 years consist of 34 people (18.7%) employees.

The survey revealed that 51.1 % of the respondent are male and while 48.9 % were female. Followed by race whereby 80 respondents (44%) were Malays, with 65 respondents (35.75) were Indians and lastly, the least 24 respondents (13.2%) are Chinese. In the category marital status, Table 4.2 indicates a large of respondents are still single with the frequency of 119 persons (65.4%), on the other hand 59 persons (32.4%) are already married while remaining of 2.2% are divorced.

The position who majority involved in this study were middle management which consist of 64 respondents (35.2%), followed operating management 45 respondents (24.7%), next customer specialist 44 respondents (24.2%) and finally top management 29 respondents (15.9%). Moreover, the results also shows that 53.3% are working with organization for 1-4 years. Followed, 23.6% were 1 years in the organizations, next 5-10 years length of service were 16.5% and finally more than 10 years length of service are 5.7%.

Lastly, the data also shows that respondents working with organizations where dominant respondents are from CMA CGM where 74 persons (40.7%), followed Others organization in Ocean Alliance were 29 respondents (15.9%), Evergreen Lines with 27 respondents (14.8%) and finally, OOCL and China Cosco Shipping have simultaneous respondents for this study which were 26 respondents (14.3%).

Table 4.2

Respondent's Demographic Profile

Demographic characteristics		Frequency	Percentage (%)
Age	19 - 25 years	34	18.7
	26 - 30 years	98	53.8
	31 - 40 years	38	20.9
	41 - 50 years	11	6
	51 - 55 years	1	1
Gender	Male	93	51.1
	Female	89	48.9
Race	Malay	80	44
	Chinese	24	13.2
	Indian	65	35.7
	Others	13	7.1
Marital Status	Single	119	65.4
	Married	59	32.4
	Divorce	4	2.2
Position	Top Management	29	15.9
	Middle Management	64	35.2
	Operating Management	45	24.7
	Customer Specialist	44	24.2

Table 4.2 (Continued)

Demographic characteristics		Frequency	Percentage (%)
Length of Services	Less than 1 year	43	23.6
	1-4 years	97	53.3
	5-10 years	30	16.5
	More than 10 years	12	5.7

Descriptive analysis was used to identify the entire range of responses for each variable in the form of means and standard deviation. Descriptive analysis clearly clarified the outcomes that obtained from questionnaires are attained and recorded in Table 4.3.

Table 4.3

Descriptive Statistics of Variables

Variables	Mean	Std. Deviation
Perceived Organizational Support	3.435	.520
Perceived Supervisory Support	3.650	.659
Job Satisfaction	3.687	.490
Organizational Commitment	3.145	.445

Based on the Table 4.3, it indicates that the mean score of the value is between 3.145 until 3.687. To put it in differently, organizational commitment as dependent variable in this study recorded to have the lowest mean score which is 3.145, followed by independent variables Perceived organizational support (3.435), perceived supervisory support (3.650) and job satisfaction (3.687). In this case shows that majority of respondents are agree on the item listed on Section B from the questionnaire. However, the result shows that organizational commitment attain the lowest mean score (3.145) which is respondents

mostly passive, neither agreed or disagreed on the item Section C from the questionnaire. Furthermore, the table above shows standard deviation for each variables consists of perceived organizational support (.520), perceived supervisory support (.659), job satisfaction (.490) and organizational commitment (.445).

4.4 Reliability analysis

Cronbach's coefficient alphas were figured for each dimension to determine the internal consistency reliability of the instruments used in the study. Table 4.4 above shows the cronbach alpha value for the variables under study. All the result shows above 0.7 and closer to 1 which is acceptable and can be used for the research. Consequently, the result for all the above variable measure the instruments and indicator in the survey is reliable. This is according to Sekaran (2003) that indicates if the cronbach alpha is closer to 1 it is consider better and has the higher reliability.

Table 4.4

Reliability Analysis

Variables	Number of items	Cronbach Alpha
INDEPENDENT VARIABLES		
Perceived Organizational Support	7	0.781
Perceived Supervisory Support	6	0.886
Job Satisfaction	6	0.792

Table 4.4 (Continued)

Variables	Number of items	Cronbach Alpha
DEPENDENT VARIABLES		
Organizational Commitment	18	0.841

4.5 Pearson correlation analysis

Pearson Correlation analysis was conducted to identify the relationship between the dependent variable (Organizational Commitment) and independent variables (Perceived Organizational Support, Perceived Supervisory Support and Job Satisfaction).

Table 4.5

Pearson's Correlation Analysis Results

		POS	PSS	JS	OC
POS	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	182			
PSS	Pearson Correlation	.552**	1		
	Sig. (2-tailed)	.000			
	N	182	182		
JS	Pearson Correlation	.581**	.543**	1	
	Sig. (2-tailed)	.000	.000		
	N	182	182	182	
OC	Pearson Correlation	.339**	.202**	.463**	1
	Sig. (2-tailed)	.000	.006	.000	
	N	182	182	182	182

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

As can be seen from Table 4.5, there a positive and significant relationship between Perceived Organizational Support, Perceived Supervisory Support, Job Satisfaction and Organizational commitment. Job satisfaction is the highest variable that correlates with

Perceived organizational support ($r = 0.58^{**}$, $n = 182$, $p \leq 0.01$), followed by Perceived supervisory support ($r = 0.55^{**}$, $n = 182$, $p \leq 0.01$) and lastly Organizational Commitment ($r = 0.34^{**}$, $n = 182$, $p \leq 0.01$).

4.6 Multiple regressions analysis

Multiple regression is a simple linear regression. Multiple regression is to let the researcher find out and investigate about the relationship between certain independent variable and a dependent variable. The model summary multiple regression is presented in table 4.6

Table 4.6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 ^a	.231	.218	.39368

a. Predictors: (Constant), JS, PSS, POS

As can be seen from table 4.6, the value of R^2 is 0.231, which means that 23% of the factor influencing Organizational commitment among employees has been explain in this study while another 77% is explained by other variables. The R value is 0.480 showed that the correlation between independent variables and a dependent variable, R^2 explains the variance which is 0.231.

Table 4.7

Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.526	.237		6.431	.000
POS	.127	.074	.149	1.727	.086
PSS	-.081	.056	-.120	-1.439	.152
JS	.401	.078	.442	5.167	.000

a. Dependent Variable: OC

Referring to the table 4.7, the results of regression analysis indicated that only two variables (perceived organizational support and job satisfaction) have positive and significant relationship with organizational commitment ($p < 0.05$). However, perceived supervisory support does not significant relationship with organizational commitment ($p > 0.05$). In addition, Multiple regression analysis was also used to prove the hypotheses that have been established in this study.

4.7 Hypotheses result

Based on the multiple regression analysis, the findings indicated that Perceived organizational support and Job satisfaction were supported. While, perceived supervisory support rejected.

Table 4.8

Summary Findings

	Hypotheses	Decision
H1	Perceived organizational support is positively related to organizational commitment.	Supported
H2	Perceived supervisory support is positively related to organizational commitment.	Rejected
H3	Job Satisfaction is positively related to organizational commitment.	Supported



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CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses about the implications of the study, recommendations for future studies, limitations and conclusions of the study.

5.2 Discussion of findings

The aim of this study is to examine the relationship between perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment. The objective of this study indicated that perceived organizational support and job satisfaction are supported, however perceived supervisory support not supported. In the following discussion, each research objectives are reviewed and are supported with previous literature.

5.2.1 The relationship between perceived organizational support and organizational commitment.

It was found that there was a positive relationship between perceived organizational support and organizational commitment. Similar to previous study, perceived organizational support is strongly significant with organizational commitment (Ebtsam, 2015; Talat Islam, 2013).

When employees get supports from organizations, they reciprocate it by showing more commitment and changing their intentions to leave the organizations. Previous study for

example, the effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers where one of the essential reasons for radiographers remains with the organizations is because too much of their lives would be interrupted and not due to the lack of job alternatives (Aube' et al.,2007), supported by organizational theory (Eisenberger, 1986). The stronger their attachment to the organization, the greater they perceived organizational support by employee (Burke, 2003). Rhoades and Eisenberger (2002) stressed that supportive organizations encounter socio-emotional desires of their employees, fulfilled their promises, increased performance–reward expectancies, and signaled the availability of benefits and support their employees. Such fulfillments produced a sense of belonging to the organization in return, and would believe more commitment with employee. In addition, strong perceived organizational leads to employees' organizational commitment and contribute benefits to the organization.

This can be expected because individuals who experience identification and emotional attachment to their organization due to high POS likely to access resources to face the demands of their work involvements. Similarly, individuals who are committed to their work are thought to cope up with stress better than others because they can make sense of why they are facing high demands and strengthen individuals' self-esteem and, as a result, allow them to accomplish work duties without unduly (Kobasa, 1982). It shows that POS will influence employee psychological well-being through commitment, and that will influence them at any workplace. When individuals perceive about their employer shows concern for their well-being and seeks to meet their needs, they are more likely to feel indebted to the organization and show loyalty (Gakovic & Tetrick, 2003).

5.2.2 The relationship between perceived supervisory support and organizational commitment.

This study found that perceived supervisory support does not support with organizational commitment (Akram, et al, 2018) and representing the good or bad about an organization. This is because supervisors are the source for employees' observations because of frequent interactions between employees and supervisors (Beehr and Glazer, 2001). Employees make efforts to complete their task, without supervisor's support. However, this research demonstrates that employees were viewed as "High maintenance generation" as they seek inclusive style of management, participative decision-making, innovation support, and challenging work (Martin, 2005). They have a sense of immediacy and entitlement, manifested as a desire for less supervision and immediate performance feedback (Lowe, Levitt, & Wilson, 2008). They prefer less social support system via peers and supervisor but depending on high technology access to learn values and leadership skills. They tend to favor an inclusive style of management; and prefer less supportive where they can have their own emotional support, creative freedom, individualized perspective, flexibility, and feedback (Fishman, 2016; Lowe, Levitt, & Wilson, 2008; Ng, Lyons, & Schweitzer, 2017; Twenge et al., 2012).

Social exchange theory is when subordinates trust their supervisors by perceiving that to extent they will treat them fairly. It is found that supervisor support gradually buffered to the negative consequence on straining (commitment) of stressors (i.e work family conflict) in Western nations but the results was unreliable in non-Western nations as well. If employees have supportive and emotional supports from supervisors, they would not

change their mindset and able to perform well and have great social interactions in organizations.

Perceived supervisory support and organizational commitment is reject. However, in other words, low supervisory support leads to low level commitment of an employee to the organization with adequate support from supervisors and organizations can enhance the positivity within the employees. Employees will feel a sense of belonging to their organizations and instill great values within them. Supervisors should be responsible and take some actions in order to produce great employees to work actively in organizations.

5.2.3 The relationship between job satisfaction and organizational commitment.

The findings show that job satisfaction has an effect on organizational commitment. Corresponding to the previous study on job satisfaction has a positive relationship with organizational commitment (Azeem, 2010; Culibrk et al. 2018; Nath Gangai & Agrawal, 2015; Srivastava, 2013; Yucel, & Bektas, 2012). According to Meyer et al. in 2002, job satisfaction is a defining factor of organizational commitment; job satisfaction was an antecedent of organizational commitment. Meyer and Herscovitch, (2001), employees' emotional attachment to their organization may arouse strong personal commitment and enable them to experience a sense of belonging. Organizational commitment is less influenced by daily events rather than job satisfaction; it develops slowly but consistently over time, and therefore seen to be a more complex and enduring construct (Mowday et al., 1979).

Job satisfaction is one of the attitudinal constructs which is related to organizational commitment. Organizational commitment focuses on attachment of an organization as a whole, including the goals, values and job satisfaction focuses on the specific task environment when employees perform his or her duties (Mowday et al., 1979). Employee may show high level of job satisfaction without having a sense of attachment to, or obligation to remain in, the organization. However, in other perception, a highly committed employee may dislike the job he/she is doing (exhibiting low levels of job satisfaction) (McPhee & Townsend, 1992).

5.3 Implications of the study

In general, research implication can be categorized into practical implication and theoretical implication. In this context, the practical implication of a research is improving and solving particular issues which are related to the study. On the other hand, theoretical implication emphasizes on existing theory in any field of human endeavors. The practical implications that can be drawn from this study are that organizations trying to foster organizational commitment are more likely to be successful if they provide employees with wide support. Organizational commitment brings many significant effects to the organization that gives a great impact on the image and reputation of the organization. Employees with the highest organizational commitment were committed to their career and would remain in the organization. Consistent with social exchange theory, organizations that are perceived to show concern and care towards their employees create feelings of obligation for the employees to reciprocate through outcomes like organizational commitment (Saks, 2006). Committed employees will stay longer with organization and satisfied with their organization. This will enhance the productivity and more

organizational commitment. So, the management who hires employees should focus on perceived organizational support, perceived supervisory support, job satisfaction to motivate employees. Employees play an important role to establish high standard of productivity in organizations.

As in theoretically implication it provides an initial understanding on identifying unique characteristics that distinguish between POS, PSS and JS, and confirms the results of previous research that imply that they are predictors of organizational commitment.

5.4 Limitations of the study

In this study, there are some limitations encountered by the researcher to complete the research. The sample size of the current research is 182 respondents, owned to the minor sample size and its generalizability of this finding is limited. Secondly, there are many other factors which may affect the level of employee's performance due to time restriction. Followed by the present study is based on cross-sectional data. Cross-sectional data precludes conclusive inferences about causal relationships among study variables, utilizing one-time measurement of variables. Therefore, cautions must be exercised in interpretation of results.

The researcher is unable to control how the respondents answer the questionnaire because of their self-consciousness and their moods which might change. This might affect the outcome of the data collection if the respondent's mood is not stable during answering the questionnaire.

5.5 Recommendations for future studies

It is suggested that the study on organizational commitment could be conducted in different situations such as in diverse analysis. Future research can focus on different industries such as food and beverages industry, education industry and entertainment industry. This research should be carried out on multinational companies, government link corporation (GLC) or government organization and possibility in different countries as well. This is because the results from the research will empower any organizations in producing great production globally.

The result of this study found that employees will commit and remain with the organization, and focuses more on the needs. This will certify the employee's quality assurance and job performance. Indeed, employee will have great commitment if they get enough support from organization.

A study regarding interaction effects the organizational commitment and further foci of commitment, for instance, the committing to the supervisor, the labor group or the union might lead to further improvement of commitment theory. More research is necessary concerning potential interaction effects between ancestor's variables, for example profession stage and concerning tenure, in relation to the related commitment dimensions.

Currently, the researcher has given three variables to find the relationships between perceived peer support, perceived fairness support, perceived union support and perceived social support.

5.6 Conclusion

The study attempts to observe perceived organizational support, perceived supervisory support, and job satisfaction on organizational commitment among employees in Malaysia in companies at West Ports.

Generally, the findings of were found important with the studies conducted in Westport on the contribution of employees related to the organizational commitment. Consequently, the worth of present study lies in the reality that it offers a requisite rationale of theoretical models built on the basis of studies conducted in the West Ports. The present study illustrates the efforts to develop a specific conceptual framework in demonstrate the importance of support with lecturers' commitment to their organizations. Supervision of superior is play important role in cultivating an organizational commitment. In addition job satisfaction play vital role in enlightening organizational commitment.

The most vital strategies are established among opportunities for supervisor training and mentoring. In affecting commitment through both pathways is unique which supervisor support. The amount to which employees sense supported by their straight supervisor, distress both their emotional fulfillment with the career and also donates to the appraisal of in what way the organizations stands them and cares around them. Retention is the final indicator of the step of attaching that an employee methods with the organization, nevertheless if research is to notify practice it should also offer guidance in accepting the paths that lead to that result.

Conclusion highlight that organizational support guides a significant sign to employees that they were regarded as appreciated people. Employers or managers would alike their employees to be eager to work happening behalf of the organization, admit the goals and morals of the organizations.



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APPENDICES

Appendix A: Questionnaire Survey



SURVEY QUESTIONNAIRE

A SURVEY ON ORGANIZATIONAL COMMITMENT AMONG GENERATION Y

Dear participants,

I am Master of Human Resource Management student of Universiti Utara Malaysia and conducting a survey entitled “The Relationship between Perceived Organizational Support, Perceived Supervisory Support and Organizational Commitment among Generation Y in Shipping Industry” to fulfil the Master’s requirement of the university.

The information that you provide for the purpose of this study will be STRICTLY CONFIDENTIAL and for academic purpose only. Hence, your honest and accurate information are very much needed and appreciated.

I understand of your tight schedule and would appreciate if you could spend 10-15 minutes of your precious time to complete this questionnaire. If you have any questions or concern, please feel free to contact me.

Thank you so much for your time and cooperation.

Yours sincerely,

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Section A: Demographic Profile

Please tick (/) the most accurate answer.

1- Age : _____

No			
2	Gender:		
	Male <input type="checkbox"/>	Female <input type="checkbox"/>	
3	Race:		
	Malay <input type="checkbox"/>	Chinese <input type="checkbox"/>	
	Indian <input type="checkbox"/>	Others <input type="checkbox"/>	
4	Marital Status:		
	Single <input type="checkbox"/>	Married <input type="checkbox"/>	
	Divorce <input type="checkbox"/>		
5	Position:		
	Top Management <input type="checkbox"/>	Middle Management <input type="checkbox"/>	
	Operating Management <input type="checkbox"/>	Customer Specialist <input type="checkbox"/>	
6	How long have you being working for the shipping organization?		
	Less than 1 year <input type="checkbox"/>	5-10 years <input type="checkbox"/>	
	1-4 years <input type="checkbox"/>	more than 10 years <input type="checkbox"/>	
7	Which shipping organization are you in?		
	OOCL <input type="checkbox"/>	Evergreen line <input type="checkbox"/>	
	China Cosco Shipping <input type="checkbox"/>	Others <input type="checkbox"/>	
	CMA CGM <input type="checkbox"/>		

Section B: Organizational Support

The following statement is your opinion regarding Organizational Support. Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Perceived Organizational Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization values my contribution to its well-being.	1	2	3	4	5
2	The organization fails to appreciate any extra effort from me.	1	2	3	4	5
3	The organization would ignore any complaint from me.	1	2	3	4	5
4	The organization really cares about my well-being.	1	2	3	4	5
5	Even if I did the best job possible, the organization would fail to notice	1	2	3	4	5
6	The organization cares about my general satisfaction at work.	1	2	3	4	5
7	The organization shows very little concern for me.	1	2	3	4	5
8	The organization takes pride in my accomplishments at work.	1	2	3	4	5
No.	Perceived Supervisory Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor values my contributions to the well-being of our organization.	1	2	3	4	5

2	My supervisor appreciates extra effort from me at work.	1	2	3	4	5
3	My supervisor takes pride in my work accomplishments.	1	2	3	4	5
4	My supervisor really cares about my well-being.	1	2	3	4	5
5	Help is available from my supervisor when I have a work problem.	1	2	3	4	5
6	My supervisor is willing to help me when I need a special favor.	1	2	3	4	5
No	Job Satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel very comfortable in my work environment.	1	2	3	4	5
2	I consider my co-workers friends.	1	2	3	4	5
3	My management regularly acknowledges when I do a good job.	1	2	3	4	5
4	My values and those of the organization are very similar.	1	2	3	4	5
5	I am willing to put in a great deal of effort beyond that normally expected in order to help the organization to be successful.	1	2	3	4	5
6	I am very proud to tell others that I work for the organization.	1	2	3	4	5

Section C: Organizational commitment

No	Organizational Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
2	I really feel as if this organization's problems are my own.	1	2	3	4	5
3	I do not feel like part of my family at this organization.	1	2	3	4	5
4	I do not feel emotionally attached to this organization.	1	2	3	4	5
5	This organization has a great deal of personal meaning for me.	1	2	3	4	5
6	I do not feel a strong sense of belonging to this organization.	1	2	3	4	5
7	It would be very hard for me to leave my job at this organization right now even if I wanted to.	1	2	3	4	5
8	Too much in my life would be disrupted if I decided I wanted to leave my organization.	1	2	3	4	5
9	Right now, staying with my job at this organization is a matter of necessity as much as desire.	1	2	3	4	5
10	I believe I have too few options to consider leaving this organization.	1	2	3	4	5
11	One of the few negative consequences of leaving my job at this organization would	1	2	3	4	5

	be the scarcity of available alternative elsewhere.					
12	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5
13	I does not feel any obligation to remain with my organization.	1	2	3	4	5
14	Even if I were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5
15	I would feel guilty if I left my organization now.	1	2	3	4	5
16	I would not leave my organization right now because of my sense of obligation to it.	1	2	3	4	5
17	It would be wrong to leave my organization right now because of my obligation to the people in it.	1	2	3	4	5
18	I owe a great deal to my organization.	1	2	3	4	5

Appendix B: Reliability Results

i) Perceived Organizational Support

Item Statistics			
	Mean	Std. Deviation	N
POS1	3.6593	.70075	182
POS4	3.5165	.71081	182
RPOS2	3.2967	.86675	182
RPOS3	3.3901	.90212	182
RPOS5	3.4835	.79865	182
POS6	3.4286	.73044	182
POS8	3.2747	.81513	182

Reliability Statistics	
Cronbach's Alpha	N of Items
.781	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POS1	20.3901	10.560	.493	.756
POS4	20.5330	10.306	.545	.747
RPOS2	20.7527	9.557	.557	.742
RPOS3	20.6593	9.729	.489	.758
RPOS5	20.5659	9.761	.581	.738
POS6	20.6209	10.181	.554	.745
POS8	20.7747	10.783	.345	.785

ii) Perceived Supervisory Support

Item Statistics

	Mean	Std. Deviation	N
PSS1	3.7418	.76115	182
PSS2	3.6099	.85172	182
PSS3	3.3901	.85172	182
PSS4	3.6154	.77630	182
PSS5	3.9066	.77749	182
PSS6	3.6374	.92260	182

Reliability Statistics

Cronbach's Alpha	N of Items
.886	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PSS1	18.1593	11.372	.720	.864
PSS2	18.2912	10.948	.705	.866
PSS3	18.5110	10.992	.696	.868
PSS4	18.2857	10.990	.788	.854
PSS5	17.9945	11.508	.670	.872
PSS6	18.2637	10.869	.646	.878

iii) Job Satisfaction

Item Statistics

	Mean	Std. Deviation	N
JS1	3.8846	.65888	182
JS2	3.8736	.66521	182
JS3	3.4615	.70996	182
JS4	3.3626	.68151	182
JS5	3.7637	.67652	182
JS6	3.7802	.79782	182

Reliability Statistics

Cronbach's Alpha	N of Items
.792	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	18.2418	6.262	.593	.750
JS2	18.2527	6.709	.435	.785
JS3	18.6648	6.379	.493	.773
JS4	18.7637	6.192	.588	.750
JS5	18.3626	6.232	.581	.752
JS6	18.3462	5.775	.585	.752

iv) Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.841	18

Item-Total Statistics

	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	53.4286	55.053	.573	.825
AC2	53.5659	58.733	.376	.836
AC3	53.7582	64.019	-.035	.853
AC4	53.6758	62.088	.118	.847
AC5	53.3626	59.260	.395	.835
AC6	53.8846	62.290	.095	.849
CC1	53.2802	55.043	.619	.823
CC2	53.3407	55.010	.602	.824
CC3	53.1319	56.734	.556	.827
CC4	53.2473	55.126	.662	.822
CC5	53.4780	61.400	.186	.844
CC6	53.3626	58.398	.423	.834
NC1	53.5220	63.245	.026	.851
NC2	53.4066	55.535	.626	.823
NC3	53.7582	54.737	.569	.826
NC4	53.4011	53.391	.734	.817
NC5	53.5055	56.550	.531	.828
NC6	53.5385	53.841	.690	.819

Item Statistics

	Mean	Std. Deviation	N
AC1	3.1978	.96594	182
AC2	3.0604	.82882	182
AC3	2.8681	.78956	182
AC4	2.9505	.79555	182
AC5	3.2637	.72577	182
AC6	2.7418	.82389	182
CC1	3.3462	.90789	182
CC2	3.2857	.93177	182
CC3	3.4945	.81252	182
CC4	3.3791	.85022	182
CC5	3.1484	.76163	182
CC6	3.2637	.79827	182
NC1	3.1044	.79019	182
NC2	3.2198	.85142	182
NC3	2.8681	1.00506	182
NC4	3.2253	.92767	182
NC5	3.1209	.86472	182
NC6	3.0879	.93606	182

Appendix C: Correlation Analysis Result

		Correlations			
		POS	PSS	JS	OC
POS	Pearson Correlation	1	.552**	.581**	.339**
	Sig. (2-tailed)		.000	.000	.000
	N	182	182	182	182
PSS	Pearson Correlation	.552**	1	.543**	.202**
	Sig. (2-tailed)	.000		.000	.006
	N	182	182	182	182
JS	Pearson Correlation	.581**	.543**	1	.463**
	Sig. (2-tailed)	.000	.000		.000
	N	182	182	182	182
OC	Pearson Correlation	.339**	.202**	.463**	1
	Sig. (2-tailed)	.000	.006	.000	
	N	182	182	182	182

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

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Appendix D: Regression Analysis Result

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JS, PSS, POS ^b		Enter

a. Dependent Variable: OC

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 ^a	.231	.218	.39368

a. Predictors: (Constant), JS, PSS, POS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.279	3	2.760	17.805	.000 ^b
	Residual	27.587	178	.155		
	Total	35.866	181			

a. Dependent Variable: OC

b. Predictors: (Constant), JS, PSS, POS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.526	.237		6.431	.000
	POS	.127	.074	.149	1.727	.086
	PSS	-.081	.056	-.120	-1.439	.152
	JS	.401	.078	.442	5.167	.000

a. Dependent Variable: OC