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**Perceived Organizational Support and its
Relationship With Organizational Commitment
An Applied Study on Ain-Shams University**

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Abstract:

Purpose: The purpose of this study is to examine the relationship between perceived organizational support (POS) and organizational commitment (OC) of the academic staff of Ain Shams University. In such a framework, the objective of this research is to gain a better understanding of the employee-organization relationship through focusing on exploring such variables of perceived organizational support, and organizational commitment and their relationship with each other.

Methodology: An applied study was conducted to collect data from the academic staff of Ain Shams University, and (375) questionnaires have been analyzed. Descriptive statistics, correlation, and regression techniques were used.

Findings: Based on correlation and regression analysis, the research results show positive relationship between POS and OC- as a total score, and positive relationships with affective and normative commitment.

Keywords: perceived organizational support (POS), organizational commitment (OC)

1. Research Introduction and Problem:

The employee-organization relationship is the focus of the perceived organizational support construct (Eisenberger,

Huntington, Hutchinson, & Sowa, 1986). When employees have high levels of POS, the reciprocity norm (Gouldner, 1960) motivates them to help their organization reach its goals and objectives (Eisenberger et al, 1986). Committed employees are valuable resources to the organization, that is, they are considered as a form of competitive advantage to their organizations (Allen and Meyer, 1990: 1; Rashid et al., 2003; Yu and Egri, 2005, cited in Meijen, 2007 & Arshadi, 2011). This research aims at examining the relationship between perceived organizational support (POS) and organizational commitment (OC) with application on a sample of academic staff of Ain Shams University.

The research problem can be expressed in the form of the following questions:

- What does perceived organizational support mean, and what is its importance at the workplace?
- What does organizational commitment mean, what are its dimensions, and consequences at the workplace?
- Is there a relationship between perceived organizational support and organizational commitment?

2. Literature Review:

2.1. Perceived Organizational Support:

A key ingredient in virtually any successful relationship is support. Close relationships are characterized by greater mutual concern and higher levels of emotional and informational support (Hays, 1989). Mutual support and reciprocity in the work context, is expressed by Organizational Support Theory (OST) which draws on Levinson's (1965) proposition that employees personify their employing organization, the idea which provides a basis for the role of the "employer" in employer-employee social exchange relationships. In such relationships,

organizations provide material and socio-emotional benefits to employees in exchange for their commitment and work effort on behalf of the organization. Employees assess how much support the organization provides; when a high level of support is perceived, employees feel obligated to reciprocate; to repay the organization by working hard, in-role and extra-role performance, and help achieve its objectives. This also includes reducing aversive reactions; that is, decreasing withdrawal behaviors such as absenteeism and turnover, or, at minimum, not harm the organization (Eisenberger et al., 2001, Aselage & Eisenberger, 2003; Hunter, 2011; and Zagenczyk, et al, 2011, p. 257).

According to Mekanjee et al. (2006) perceived organizational support is described as "an organization's commitment to its employees". Mekanjee et al. contended that POS is the support employees received from the employer to assist them in completing a required task effectively.

POS is also defined as "a set of global beliefs that employees develop concerning the extent to which the organization values their contribution and cares about their well-being". Organizations may develop these global beliefs by fulfilling employees' socio-emotional needs, as caring, esteem, and approval in the workplace; thus, generating a feeling of obligation to care for the organization's welfare and/or by linking rewards to the effort exerted, and so strengthening the employee's belief that the organization recognizes and rewards performance (Rhoades & Eisenberger, 2002, cited in Aggarwal Gupta, et al, 2010, p. 107).

It can be noticed from POS definition, that it was introduced as a global construct which captures the tendency to generalize a sense of being supported across a variety of circumstances, rather than forming separate beliefs regarding

specific organizational treatments (Eisenberger et al., 1986). The same idea is also confirmed in other studies as (Armeli et al., 1998; Eisenberger et al., 1986, 1990. 1997: Rhoades et al.. 2001). Thus, the organizational support literature does not look at POS as separate dimensions but rather as a "global construct" (Jahn et al., 2003; cited in Pazy, 2011, p. 343-344).

Studies state many factors that work as POS antecedents. All these factors help together to develop POS that satisfies the socio-emotional employees' needs. Rhoades and Eisenberger (2002) suggested three major work-experience antecedents of POS: organizational rewards and working conditions (the frequency and extent of organizational rewards in the form of praise, compensation, influence, promotions, and autonomy...), support received from supervisors, and procedural justice (cited in Aselage & Eisenberger, 2003). Research shows that people perceive their organization as supportive when rewards are deemed fair, when employees have a voice in decisions, and when they see their supervisors as supportive

(cited in Robbins & Judge, 2012, p. 41). POS has been found to be influenced also by management practices, procedures, decisions, and policies including family-oriented policies and actions which give insights about the organization's concern with its employees welfare (Guzzo, Noonan & Elron, 1994, cited in, Lynch, 1999, p. 469, Wayne, et al., 2002, and Hunter, 2011, p. 18). Moreover, Mentoring may be a specific type of discretionary prosocial behavior (Allen, 2004). Mentoring has been described as an interpersonal exchange between an experienced employee (mentor) and a less experienced peer (protégé) (Russell and Adams, 1997). Mentoring, through initiation and socialization, has a number of positive effects on protégé work performance such as career satisfaction, expectations for advancement, career commitment, job

satisfaction, and intention to stay (Allen et al., 2004, cited in Dawley, et al., 2008). Baranik, et al. (2010) propose that through supportive interactions with mentors, protégés may develop perceptions about whether or not the organization cares for their well-being (Baranik, et al., 2010, p. 367).

There are other factors that work as POS antecedents, such as task variety, challenging tasks, autonomy, perceived workload and stressors such as role ambiguity and role conflict (Allen et al., 2008), work empowerment (Patrick, Laschinger. 2006, p. 16), career-related aspects, reacting ways to employees' mistakes-forgiveness, and personal conditions (daily mood and tendency to experience negative feelings) (Mastro, 2000 cited in Patrick and Laschinger, 2006).

As for POS outcomes, studies state that the employees' level of POS reflects the deepest feelings they have about the organization's care and focus. Employees with a sense of POS feel that when they need work or life support, the organization is ready and willing to help; employees personally feel respected, cared for, and recognized, and, in turn, they display higher levels of cooperation, identification, loyalty, effective performance, conscientiousness in carrying out conventional job responsibilities and innovation on behalf of the organization, organizational citizenship behaviors, better customer service and reciprocity among workers (Robbins & Judge, 2012, p. 41). Based on the principle of reciprocity, employees with POS not only help coworkers, but also increase their own job satisfaction and organizational commitment, while reducing turnover and absenteeism, thus stimulating employee job performance (Aselage and Eisenberger, 2003). POS has been found to help in the fulfillment of self-esteem and affiliation needs (Armeli et al., 1998), to boost positive moods at work and reduce negative ones (Eisenberger et al., 2001; and George et al, 1993): reduce stress

(Cropanzano et al., 1997); and encourage feelings of trust (Whitener, 2001) (cited in Aggarwal-Gupta et al., 2010, p. 107 Wayne et al., 2002, Mitchell, et al, 2012; Robbins & Judge. 2012, p. 41; Filipova. 2010, p. 47-48; and Cheng, 2011).

2.2. Organizational Commitment:

Many decades ago, Organizational Commitment (OC) has become a very popular topic of organizational behavior and human resources management investigations. Commitment has been found to be related to a variety of attitudinal and behavioral consequences among employees such as, motivation level, organizational citizenship, and absenteeism and turnover rates (Meyer & Allen, 1997). Committed employees, who are highly motivated to contribute their time and energy to achieve organizational goals, are recognized as important determinants of organizational effectiveness. They provide the intellectual capital that, for many organizations, has become their most critical asset (Stewart, 1997, cited in Jaros, 1997; Robertson, Lu, & Tang, 2003; and Rocha, Cardoso, & Tordera. 2008).

In early writings, there are many organizational commitment definitions developed. Hall, Schneider & Nygren (1970) define organizational commitment as the "process by which the goals of the organizations and those of the individual become increasingly integrated and congruent". Sheldon (1971) defines organizational commitment as "an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations". Salancik (1977) defines organizational commitment as "a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement". Porter, Steers, Mowday & Boulian (1974), define organizational commitment as "the strength of an individual's identification with and involvement in a particular

organization”, in terms of values and goals (cited in Sowmya, & Panchanatham, 2011)

According to Steers, Mowday & Boulian (1974), Stevens, Beyer, and Trice 1978; and Mowday, Steers & Porter (1979), a high level of organizational commitment is characterized by a (1) strong belief in the organization's goals and values, (2) willingness to exert considerable effort on behalf of the organization, and (3) strong desire to maintain membership in the organization. These beliefs and desires are developed in a process that involves "evaluating the investments and costs" of remaining with a specific organization (cited in Michaels, 1988; Javadi & Yavarian, 2011; and Sowmya & Panchanatham, 2011).

While studying organizational commitment literatures, researchers have categorized organizational commitment to either types or components. For example, O'Reilly and Chatman (1986) identify three types of commitment: Compliance, identification, and internalization. Although identification and internalization capture a sense of belonging to the organization and a valuation of its goals, compliance focuses on the relationship between employee contributions and extrinsic rewards. Similarly, Balfour and Wechsler (1996) suggest three forms of commitment: Identification, affiliation, and exchange. Identification commitment captures an individuals sense of pride in the organization. Affiliation commitment implies that individuals may feel a sense of belonging and attachment to coworkers and the organization itself. Exchange commitment occurs when individuals believe the organization appreciates their work and effort (Stazyk, Pandey and Wright, 2011).

For more than twenty years, the leading approach to studying organizational commitment has been the three-dimensional (affective, normative, continuance) scale of Meyer and Allen (1984, 1990, 1997). The three dimensions were

described as “...distinguishable components, rather than types, of attitudinal commitment, that is, employees can experience each of these psychological states to varying degrees... and that it is important to consider how the various forms of commitment might interact to influence behavior” (Allen and Meyer, 1990 cited in WeiBo., Kaur & Jun, 2010, Meyer, Stanley, Parfyonova, 2012).

The Three Components Model (TCM) of Meyer and Allen, as its name suggests, is a commitment theory made up of three components: affective commitment (AC), continuance commitment (CC), and normative commitment (NC). Affective commitment refers to emotional attachment, identification with, and involvement in the organization or occupation. Continuance commitment is based upon the costs associated with leaving the organization or occupation, that is, it is the perceived economic value of remaining with an organization. Normative commitment reflects feelings of obligation and commitment is based upon obligatory expectations to the organization or occupation. It also describes an obligation to remain with the organization for moral or ethical reasons (Jaros. 1997; Stowers. 2010. p. 26; and Robbins & Judge, 2012, p. 41).

Variations in the level of commitment can be attributed to many factors and variables. Personal characteristics such as age (Hrebiniak, 1974; Lee, 1971; Sheldon, 1971), education (Koch and Steers, 1976), gender, marital status and family responsibilities, and central life interest (Dubin, Champoux, and Porter, 1975) have an influence on organizational commitment. Personal characteristics also include factors such as the need for achievement, affiliation and autonomy, as well as higher order needs, which have been found to correlate with organizational commitment (Steers, 1977; Telia. Ayeni, Popoola, 2007; and Stazyk, Pandey and Wright, 2011)

There are other organizational factors and work experiences that work as organizational commitment antecedents, such as, leadership, justice, access to resources, participatory management, organizational dependability and trust (Buchanan, 1974; Hrebiniak, 1974) organizational culture (Sabir, Razzaq and Yameen, 2010), instrumental communication (Lambert, Hogan and Jiang, 2008). Organizational investments in the employee, socialization, and the availability of alternate sources of employment also have proven to have an effect on employee's organizational commitment (Meyer et al., 2002- Solinger, van 01 (Ten. & Roe, 2008; Fischer & Mansell," 2009)' Research also proves that organizational commitment is strongly linked with occupational commitment, job satisfaction, and job involvement (Fischer & Mansell, 2009; Mathieu & Zajac, 1990: Meyer et al., 2002; Solinger et al 2008) (cited in Stazyk, Pandey and Wright, 2011).

Various studies have tackled OC outcomes. Research found organizational commitment to have a direct effect upon such variables as retention, work effort, absenteeism, intent to leave, in-role- behavior, and extra-role behavior, organizational citizenship behaviors (OCB) (Sutanto, 1999, Neining, Lehmann-Willenbrock, Kauffeld, & Henschel, 2010). Moreover TQM programs and organizational change cannot work well without highly committed employees (Brooks, & Zeitz, 1999). Not only is organizational commitment believed to be negatively related to turnover (Meyer, Becker, & Vandenberghe, 2004), but is also positively related to productivity and other on-the-job behaviors.

Besides, as Stowers (2010) suggests, what makes employee's organizational commitment an extraordinary value and importance to any organization, is that committed employees are keen to identify needs of the organization and are proactive to

take actions in responding to those needs demonstrating more dedication, vested interest, and persistent efforts.

Not only is OC useful and important for the organization, but for the employees themselves as well, organizations value those who show commitment and therefore, organizations may give the employee both extrinsic and psychological rewards that are associated with membership to the organization (Mathieu and Zajac, 1990). Societies as a whole also benefit from the organizational commitment of employees because national productivity and work quality may increase (Mathieu and Zajac, 1990; cited in Meijen, 2007).

2.3. Relationship between POS and OC

There are many studies that examine the relationship between perceived organizational support and organizational commitment either directly or by using a mediator. Several researchers have proved that POS is positively related to OC (e.g., Eisenberger et al., 1990; O'Driscoll and Randall, 1999; Randall and O'Driscoll 1997; Wayne et al., 1997 cited in Erickson & Roloff, 2008).

In their study, Lee & Peccei (2007) have considered the relationship between perceived organizational support (POS) and affective commitment (AC) and focused on the mediating role of organization-based self-esteem (OBSE). Results showed that OBSE was a significant mediator of the POS-AC relationship in the two organizations where the research was applied. POS, however, also retained a strong independent direct effect on commitment (Lee & Peccei, 2007).

Erickson & Roloff find that organizational commitment is positively related to both perceived organizational support (POS) and perceived supervisor support (PSS), with POS accounting for a greater increment of variance in their study using a sample of

2751 employees at an international consulting firm (Erickson & Roloff, 2008).

Arshadi's study tested a mediation model consisting of organizational commitment, in-role performance, and turnover intention as dependent variables and POS as independent variable, with felt obligation as its mediator. Using statistical analysis, the relationships were examined in a sample of 325 employees in an industrial organization in Iran. Results showed that POS was positively related to organizational commitment and in-role performance, and negatively related to turnover intention (Arshadi, 2011).

3. The present study model and hypotheses:

Studying the effects of perceived organizational support has potentially important implications for both employees and organizations. While affective, normative and continuance commitment are representational of an employee's commitment to the organization, it is equally important to determine the employee's perception of the organization's commitment to them which is represented by perceived organizational support (POS) (cited in Rideout, 2010). Per se, the main hypothesis of this research is:

H: There is a significant relationship between Perceived Organizational Support and Organizational Commitment.

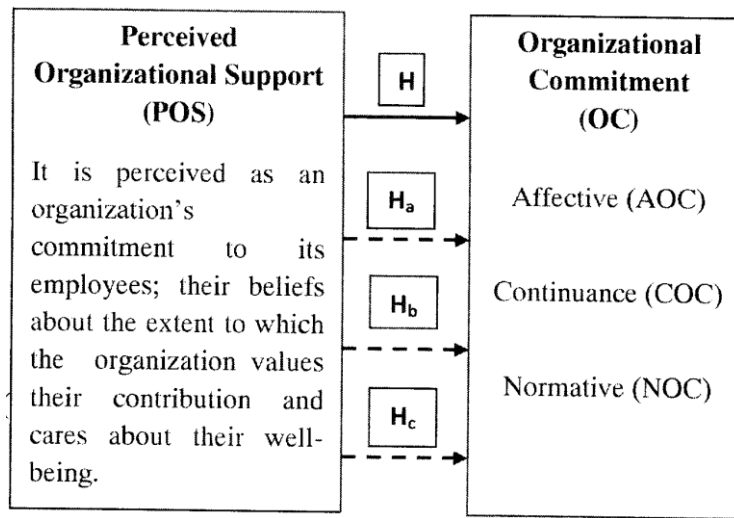
This hypothesis can be divided into three sub-hypotheses, which are.

H_a: There is a significant relationship between Perceived Organizational Support (POS) and Affective Organizational Commitment (AOC).

H_b: There is a significant relationship between Perceived Organizational Support (POS) and Continuance Organizational Commitment (COC).

H_c: There is a significant relationship between Perceived Organizational Support (POS) and Normative Organizational Commitment (NOC).

Thus the following diagram shows the basic variables of this research; that is, Perceived Organizational Support (POS) and Organizational Commitment (OC). It also indicates the assumed relationships among these variables tested through the research main hypothesis and its sub-hypotheses.



Developed by the researcher

4. Methodology:

4.1. Sample:

The research population is the Ain-Shams University faculties' staff members and their assistants. The researcher got 375 questionnaires valid to be analyzed.

4.2. Measures and Procedures:

Perceived organizational support was measured using ten-item, shortened version adapted from the Survey of Perceived Organizational Support offered by Eisenberger, Huntington, Hutchison, and Sowa (1986). Respondents are asked to indicate their level of agreement with each of the 10 items based on a 5-point Likert scale. All 10-item responses are summed to get

respondents' score of perceived organizational support. The summed result could range from a low quality perceived organizational support score of 10 to a high quality perceived organizational support score of 50.

Organizational commitment was measured using a shortened version of 12-item scale adapted from the scale originally developed by Meyer and Allen (1991) for measuring affective, continuance, and normative commitment towards the organization. Item responses summed accordingly to get respondents' organizational commitment profile -as total- and score of organizational affective commitment, organizational continuance commitment, and organizational normative commitment. The summed results could range from a low organizational affective, continuance, or normative commitment score of 4 to a high organizational affective, continuance, Or normative commitment score of 20.

Analyses include descriptive statistics, correlations and regressions.

5. Results:

5.1. Descriptive Statistics:

Table (1) Sample distribution according to Gender:

	Frequency	Valid Percent	Cumulative Percent
Valid Male	123	32.8	32.8
Female	252	67.2	100.0
Total	375	100.0	

Table (2) Sample distribution according to Age:

	Freq.	Valid Percent	Cumulative Percent
Valid less than 30	173	46.1	46.1
30 to less than 40	129	34.4	80.5
40 to less than 50	46	12.3	92.8
50 to less than 60	24	6.4	99.2
60 & above	3	.8	100.0
Total	375	100.0	

Table (3) Sample distribution according to Academic Job Degree:

	Freq.	Valid Percent	Cumulative Percent
Valid	173	36.5	36.5
Demonstrator	118	31.5	68.0
Teaching Assistant	68	18.1	86.1
Lecturer_ Ass Prof	47	12.5	98.7
Associate Prof	5	1.3	100.0
Professor	375	100.0	
Total			

The following table (4) shows the mean, median, standard deviation (S. D.), the minimum and the maximum values.

Table (4) Descriptive statistics of the research variables:

	N	Minimum	Maximum	Mean	Std. Deviation
POS	375	10	50	25.69	6.475
OC_A	375	4	69	15.62	4.502
OC_C	375	4	20	13.81	2.813
OC_N	375	4	20	14.50	3.602
OC	375	16	98	43.94	8.207
Valid N	375				

5.2. Reliability Test:

Usually it is accepted as a statistical base that the value of Cronbach's Alpha to be equal to 0.7. From the following tables it can be said that POS & OC questionnaires satisfied this value.

Table (5) Reliability

Test

Cronbach's Alpha	
.830	POS N of Item 10
.709	OC N of Item 12

5.3. Correlation Coefficients:

The following table (6) shows the correlation coefficients between POS and OC and its dimensions.

Table (6) Correlation Coefficients

	OC	A_OC	C_OC	N_OC
POS Correlation	.298**	.237**	.008	.376**
Coef.	.000	.000	.881	.000
Sig. (2-tailed)	375	375	375	375
N				

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

The previous table shows that there is a positive significant relationships between perceived organizational support and organizational commitment. Perceived organizational support also has positive significant relationships with both affective organizational commitment, and normative organizational commitment.

5.4. Regression Analysis:

Testing the main hypothesis:

There is a significant relationship between Perceived Organizational Support and Organizational Commitment.

To test the research main hypothesis, regression analysis was conducted. The following table shows regression analysis results

for the impact of POS on OC - total score, knowing that adj. $R^2 = 0.086$, std. Error of the estimate = 0.65375 and $F = 36.276$ with sig. =0.000:

Table (7) Regression Model - POS impact on OC

	Unstanderdized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	2.854	.138		20.636	0.000
POS	.314	.052	0.298	6.023	0.000

From the correlation coefficient and the previous table, it can be said that POS has an effect on OC (total Score), hence, the main hypothesis of this study is proven; that is, There is a significant relationship between Perceived Organizational Support and Organizational Commitment.

To test the sub-hypotheses, regression analysis was conducted for each of organizational commitment dimensions.

Testing Ha:

There is a significant relationship between Perceived Organizational Support (POS) and Affective Organizational Commitment (AOC).

The following table shows regression analysis results for the impact of POS on affective organizational commitment A_OC, knowing that adj. $R^2 = 0.054$, std. Error of the estimate = 1.09481 and $F = 22.275$ with sig. =0.000:

Table (8) Regression Model - POS impact on Affective OC

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	2.854	.232		12.284	0.000
POS	.413	.087	0.237	4.720	0.000

From the correlation coefficient and the previous table, it can be said that POS has an effect on affective organizational commitment; thus, H_a is proven; that is, there is a significant relationship between Perceived Organizational Support and Affective Organizational Commitment.

Testing H_b :

H_b : There is a significant relationship between Perceived Organizational Support (POS) and Continuance Organizational Commitment (COC).

The following table shows regression analysis results for the impact of POS on continuance organizational commitment COC, knowing that $adj. R^2 = 0.003$, std. Error of the estimate = .70411 and $F = .023$ with $sig. = 0.881$:

Table (9) Regression Model - POS impact on Continuance OC

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	3.432	.149		23.040	0.000
POS	.008	.056	0.008	.150	0.881

From the correlation coefficient and the previous table, it can be said that POS has no effect on continuance organizational commitment, hence, H_b is not accepted; that is, there is no

significant relationship between Perceived Organizational Support and Continuance Organizational Commitment.

Testing H_c:

H_c: There is a significant relationship between Perceived Organizational Support (POS) and Normative Organizational Commitment (NOC).

The following table shows regression analysis results for the impact of POS on normative organizational commitment N_OC, knowing that adj. R2 = 0.139, std. Error of the estimate = .83564 and F = 61.245 with sig. =0.000:

Table (10) Regression Model - POS impact on Normative OC

	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	2.285	.177		12.924	0.000
POS	.522	.067	0.376	7.826	0.000

From the correlation coefficient and the previous table, it can be said that POS has an effect on normative organizational commitment; thus, H_c is proven; that is, there is a significant relationship between Perceived Organizational Support and Normative Organizational Commitment.

6. Discussion:

The purpose of the present study was to examine the relationship between perceived organizational support (POS) and organizational commitment (OC). In order to test such relationship between POS and organizational commitment and its dimensions, the researcher collected data from a sample of academic staff of Ain Shams university and applied the required statistical analysis in order to reach the research findings.

As stated in the results, the relationship between POS and OC is proven to be significantly positive (significant correlation coef. 0.298**), which is consistent with previous studies such as (Aggarwal-Gupta, Vohra, & Bhatnagar, 2010). When the relationship between POS and OC dimensions was examined (Eisenberger et al., 2001), POS was found to correlate positively to affective organizational commitment (significant correlation coef. 0.237**), and normative organizational commitment (significant correlation coef. 0.376**) in consistent with earlier studies. However, a significant relationship between POS and continuance commitment was not proven.

While literature has been inconclusive regarding the relationship between POS and continuance commitment (Eisenberger et al., 1990; O'Driscoll & Randall, 1999), researchers have found that POS was positively associated with affective commitment (Eisenberger et al., 2001; Shore & Wayne, 1993; Wayne et al., 1997) and normative commitment (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) (cited in Gakovic, & Tetrick, 2003), so the same relationships are found in the present study.

It can be concluded from the research results that a university, which is seeking OC from its staff, would need to look for ways and means to improve the support provided to the academic staff. This can be achieved by improving facilities, appreciating extra efforts, improving staff members' wellbeing, caring about members' goals and opinions, and facilitating access to resources required to fulfill their academic teaching, and research tasks at better standards.

In the same context, Joiner & Bakalis, (2006) suggested that in the case of casual academics, supervisors and co-tutors usually provide the point of primary support, information and feedback for the job. Strong support from supervisors and co-

workers is likely to, not only increase the clarity of the job, but also signal care, concern and support for the casual academic.

Thus, the academic's commitment is likely to be enhanced (Joiner & Bakalis, 2006).

This study results suggest also that enhancing academic staff's perception about the organizational support provided to them will lead to increased affective reactions towards the university and ultimately bring about important outcomes resulted from POS & OC such as greater work effort, lower turnover and absenteeism, and higher levels of OCB.

Positive relationship between POS and normative organizational commitment has been found (in consistence with many studies such as Makanjee, Hartzel, & Uys, 2006). Normative pressures on an individual drive him/her to feel an obligation to respond to their organization, which highly apply to academics who usually have a high sense of responsibility. Insignificant relationship was found between POS and continuance organizational commitment. Academic staff in public universities are motivated mainly by believing in their mission and social responsibility in educating generations, and affectively connected with the university; thus, the continuance commitment which is based mainly on the economic exchange idea may not be the driver for more positive beneficial behaviors by the staff members toward their university.

Future research may also explore ways to improve academic staff members' commitment through improvements of university facilities and incentive system.

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