Building Commitment through Support: Exploring the Role of Supervisors in Organizational Success

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ABSTRACT

Organizational commitment is a vital asset driving success, characterized by employees embodying company values, exhibiting a strong sense of belonging, and display loyalty. This research examines the relationship between supervisor support and the organizational commitment of employees. Data collection involved administering a structured questionnaire to a sample of 120 employees from an IT company, with data analyzed using linear regression analysis technique. Findings highlight the significant role supervisors play in influencing employee commitment, and provide insights for organizations seeking to enhance employee commitment and performance.

Keywords: Organizational commitment, supervisory support, affective commitment, normative commitment, continuance commitment

1. INTRODUCTION

Organizational commitment is a highly valuable asset, as it significantly impacts an organization's success. Committed employees embody the company's values and goals, exhibit a strong desire to belong, and demonstrate organizational citizenship behavior, going above and beyond their roles. As human resources are an organization's greatest asset, committed employees can be a key competitive advantage. This bond between employees and their organization fosters a sense of connection, fit, and understanding of goals, leading to increased determination, productivity, and proactive support.

A supervisor plays a significant role in fostering employee commitment. Supervisors can establish trust by being transparent, fair, and consistent in their interactions with employees. Supervisors can clarify job roles, responsibilities, and expectations, helping employees understand how their work contributes to the organization's goals. Supervisors can give employees autonomy, delegate responsibilities, and involve them in decision-making, increasing their sense of ownership and commitment. By fulfilling such crucial roles, supervisors can significantly influence employee commitment, leading to increased job satisfaction, retention, and productivity.

2. CONCEPTUAL FRAMEWORK

2.1 Commitment

"Three component model of commitment" proposed by John Meyer and Natalie are

(i) **Affective commitment:** Affective commitment relates to how much employees want to stay at their organisation. If an employee is affectively committed to their organisation, it means that they want to stay at their organisation. They typically identify with the organisational goals, feel that they fit into the organisation and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organisation and are generally great assets for organisations.

(ii) **Continuance commitment:** Continuance commitment relates to how much employees feel the need to stay at their organisation. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organisation. Possible reasons for needing to stay with organisations vary, but the main reasons relate to a lack of work alternatives, and remuneration. A good example of continuance commitment is when employees feel the need to stay with their organisation because their salary and fringe benefits won't improve if they move to

another organisation. Such examples can become an issue for organisations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organisation.

(iii) **Normative commitment:** Normative commitment relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organisations. Normatively committed employees feel that leaving their organisation would have disastrous consequences, and feel a sense of guilt about the possibility of leaving. Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organisation they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organisations.

2.2 Supervisor support

The supervisor's support for employees is a key factor in ensuring employee retention. It can be said that the supervisor is the "face" of the organization. Good supervisors enable employees to achieve personal and organizational goals. The supervisor is the front of the organization. Further employees leave the supervisor instead of their organization or job. There is a view that if the relationship between the employee and the employer is better, the employee will perform well. Supervisors should provide support to their employees, because the main thing is "people don't leave the organization, people don't leave the manager". Studies have shown that boss support is positively correlated with employees' OC The intention of staying in the organization may differ between employees who are effectively supervised and other employees. Monitoring support can also have an impact on ongoing commitments.

3.   STATEMENT OF THE PROBLEM

The present study aims to examine the nature and direction of the relationship between supervisory support and the components of organizational commitment. Specifically, it investigates the influence of supervisory support on affective, continuance, and normative commitment, dimensions that have not been comprehensively explored in earlier research. By advancing this line of inquiry, the study contributes to the organizational behaviour literature and offers practical implications for human resource management, particularly in reducing costs associated with employee turnover.

4.   REVIEW OF LITERATURE

Souto et al., (2025) compared self-directed and supervised exercise therapy for knee osteoarthritis (KOA). The study met feasibility criteria, with high retention and completion rates. Most participants completed ≥12 exercise sessions. Clinically meaningful improvements were seen in both groups. A larger-scale non-inferiority RCT is feasible with adjustments to increase recruitment and data completion. The study suggests that self-directed exercise therapy may be a viable option for KOA management.

Zarwi, et al., (2023) studied organizational commitment across generations. They compared millennials (born 1980-2000) to earlier generations. Some studies suggest millennials might have less commitment, but evidence is nuanced. Millennials aren't less committed, but some factors are more important to them. Their priorities may differ, not their level of commitment.

Smith, J. (2022). examined organizational commitment and turnover intentions among apparel manufacturing workers. It focused on the moderating effects of creative behavior and instrumental readiness. The study found that skills obsolescence, entrepreneurship intention, fairness, and rewards predicted commitment and turnover. Creative behavior and instrumental readiness moderated the relationship between entrepreneurship intention and turnover. The study provides insights into factors influencing workers' commitment and turnover in the apparel industry.

Doe, J. (2023) examined factors influencing organizational commitment through a literature review of 13 articles (2019-2023). Seven key factors were identified: work-life balance, organizational culture, job satisfaction, transformational leadership, organizational justice, work motivation, and tenure. Organizational commitment acts as a mediating variable between other factors and employee performance. A multidimensional approach involving psychological, structural, and cultural aspects is necessary to establish commitment. The study provides insights for effective human resource policies to increase employee loyalty and engagement.

Silva, J. (2023) study explored nurses' perceptions and experiences of organizational commitment in Brazilian healthcare institutions. 55 registered nurses participated in an online survey from July 15 to September 20, 2023. Thematic analysis identified four themes and 14 subthemes related to organizational commitment. Leadership styles and strategic formulations were found to significantly impact nurses' commitment. Implementing leadership development programs for nurse managers could improve workplace satisfaction and commitment.

Smith, J. (2022) examined the moderating effect of industrial relations climate (IRC) on the relationship between strategic human resource management (SHRM) practices and organisational commitment (OC). Data from 312 employees were analyzed using partial least squares structural equation modelling (PLS-SEM). The study found that IRC moderates the relationship between SHRM practices and OC. A conducive IRC enhances the positive impact of SHRM practices on OC and performance. The findings suggest that IRC actors can function as "partners in progress" when the climate is favourable.

Chong, (2025) reported organizational sustainability is a crucial factor amid climate change, requiring a balance of economic, environmental, and social performance. Employee engagement is key to this sustainability, but global engagement levels are low, with only 31% of employees engaged. Research shows perceived psychological meaningfulness and availability drive employees to display environmentally friendly behaviors. Supervisory support significantly encourages employee engagement in environmental initiatives, unlike organizational support. With supervisor backing, employees are more likely to contribute to organizational sustainability through environmentally conscious actions.

Zeb, A., et al (2025) explores the relationship between supervisor support and job performance, with a focus on the mediating role of psychological factors like empowerment and self-confidence. Data were collected from 364 employees in Pakistan's telecommunication sector. The results show that supervisor support enhances job performance, with empowerment and self-confidence partially mediating this relationship. The study provides insight into the impact of perceived supervisor support on job performance in a developing context. The findings highlight the importance of supervisor support in boosting employee performance and psychological well-being.

Lee, J. (2023) examines how socioemotional resources from organizations, supervisors, and coworkers impact frontline employees' trust and supportive behavior. Perceived organizational support and motivating language from supervisors significantly influence organizational trust. Organizational trust, in turn, leads to supportive behavior among frontline employees. Coworker relationships directly influence supportive behaviors, but not trust. The study provides insights into the importance of socioemotional resources in shaping employee behavior.

Erdogan, B., et al (2025) explores the impact of work stress on supervisory mentoring support and employee career success. According to social exchange theory, work stress negatively affects supervisory support, indirectly influencing career success. Lower work engagement among stressed employees explains this relationship. The study's findings, based on multiple sources and studies, support the proposed model. The results highlight the importance of addressing work stress to promote supervisory support and employee career advancement.

5.   RESEARCH FRAMEWORK
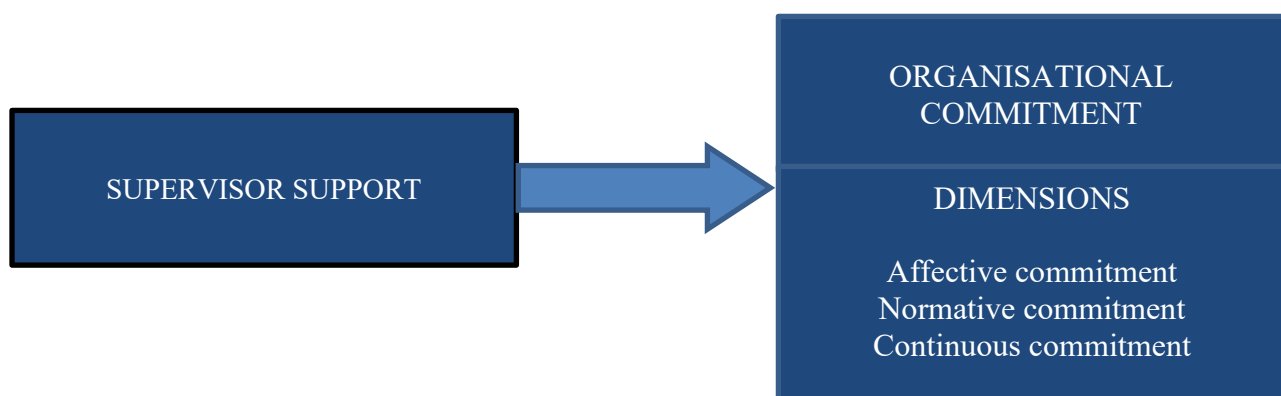
6. HYPOTHESES OF THE STUDY

H1 - Supervisor support is significantly and positively related to organizational commitment.
H2 - Supervisor support is significantly and positively related to improve affective commitment of employees.
H3-Supervisor support is significantly and positively related to improve normative commitment of employees.
H4 - Supervisor support is significantly and positively related to improve continuance commitment of employees.

7. METHODOLOGY

7.1 Measures

A structured questionnaire was used to collect data, including demographic details. The independent variable in this study is Supervisory Support, which has 6 items adopted from Greenhaus et.al (1990) scale. For the dependent variable, which is Organizational Commitment, comprises of three distinguishable components such as affective, continuance and normative commitment. This study adopted Allen and Meyerâ's Organizational Commitment Scale (1996). All items were rated on a 5-point Likert scale.

7.2 Sample

The study employed a descriptive research design, aiming to investigate the current state of phenomena. The sample comprised 120 employees from an IT company, selected using Convenient Sampling, a non-probability sampling method. This approach allowed the researcher to gather information about the existing conditions and describe the current status of the variables under study.

8. RESULTS

8.1 Descriptive Analysis

TABLE 1 - Demographic characteristics of Respondents (N = 120)

DEMOGRAPHICS	FREQUENCY	PERCENTAGE
Gender		
Male	70	58.3%
Female	50	41.7%
Martial Status		
Single	70	58.3
Married	50	41.7
Age		
20-30	42	35.0
30-40	64	53.3
40-50	13	10.8
Organizational Experience		
0-2 YEARS	59	49.2
2-5 YEARS	50	41.7
5-10 YEARS	7	5.8
ABOVE 10 YEARS	4	3.3

Table 1 presents the demographic characteristics of the respondents (N = 120). Out of the total respondents, 58.3% were male (70) and 41.7% were female (50), indicating a higher proportion of male participants. With regard to marital status, a majority were single (58.3%), while 41.7% were married, showing that the sample is relatively younger in terms of life stage. In terms of age distribution, the largest proportion of respondents (53.3%) belonged to the 30– 40 years category, followed by 35% in the 20–30 years category. A smaller share of respondents fell in the 40–50 years age group (10.8%), suggesting that the sample is largely composed of younger to mid-career employees. When considering organizational experience, nearly half of the respondents (49.2%) had 0–2 years of experience, and another 41.7% had 2–5 years of experience. Only 5.8% reported 5–10 years, and 3.3% had more than 10 years of experience, highlighting that the workforce in this study is predominantly comprised of employees with limited work tenure, indicating relatively high levels of early-career representation. Overall, the demographic profile suggests that the respondents are mostly male, young to mid-aged, single, and early-career employees with fewer years of organizational experience

8.2 Reliability Analysis
Table – 2 Reliability Values

DIMENSIONS	CRONBACH's ALPHA	NO. OF ITEMS
SUPERVISOR SUPPORT	0.930	6
AFFECTIVE COMMITMENT	0.845	6
CONTINUANCE COMMITMENT	0.880	4
NORMATIVE COMMITMENT	0.907	6

Table 2 Presents the reliability statistics for the study variables, measured using Cronbach's alpha. The results indicate that all scales demonstrate high internal consistency, with values well above the recommended threshold of 0.70 (Nunnally & Bernstein, 1994; Hair et al., 2019). The Supervisor Support scale (α = 0.930) achieved excellent reliability across its six items, suggesting strong coherence among the items used to measure this construct. Affective Commitment (α = 0.845) and Continuance Commitment (α = 0.880) also displayed strong reliability, reflecting consistent responses across their respective items. Similarly, the Normative Commitment scale (α = 0.907) showed high reliability, further confirming the robustness of the measures employed. Overall, the Cronbach's alpha values establish that the measurement instruments used in this study are highly reliable, thereby ensuring the credibility of the subsequent statistical analyses.

8.3 Regression Analysis
TABLE 3 A - Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691	.477	.473	6.91052

1. Predictors: (Constant), Supervisor Support

TABLE 3B – Anova
ANOVA

Model	Sum of Squares	df	Mean square	F	Sig.
Regression	5142.168	1	5142.168	107.677	<0.001b
Residual	5635.132	118	47.755		
Total	10777.300	119			

Dependent Variable: Organisational commitment Predictors: (Constant), Supervisor Support

TABLE 3 C -COEFFICIENTS

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std.Error	Beta		
1	21.842	3.101		7.043	<.001
(Constant) Supervisor Support	1.464	.141	.691	10.377	<.001

Dependent variable : Organisational commitment

Interpretation:

R value in the above table shows a value greater than 0.4 is taken for further analysis. In this case, the value is 0.691 which is good. R square shows whether the model is effective enough to determine the relationship. In this case the R square value 0.477 indicates that 47.7% of variance is explained by supervisor's support in the organisation has effectively increased organisational commitment. In the above table the significant value is 0.01. Thus, the significant value in this case is <0.01, the alternative hypothesis is accepted (H 1) at 1% significant rate.

9. FINDINGS AND SUGGESTIONS

This study provides valuable insight into the construct of organizational commitment and its strong relationship with supervisor support. The findings reinforce the long-standing theoretical view that an employee's emotional attachment, identification with, and involvement in an organization are significantly influenced by the level of support received from their immediate supervisor. In particular, the study confirmed that supervisor support has a positive and significant impact on affective commitment, which is central to employee loyalty and sustained performance. Employees who perceive their supervisors as supportive are more likely to develop an emotional bond with the organization, thereby reducing withdrawal behaviors and enhancing productivity.

The results also indicate that supervisor support is a predictor of performance outcomes. While causality cannot be fully established, the evidence suggests that employees' job performance improves when supervisors provide guidance, recognition, and constructive feedback. This aligns with existing literature that has emphasized the role of leader consideration, participative leadership, open communication, and high-quality leader–member exchanges in shaping employees' commitment. Additionally, favorable work conditions, such as fairness in procedures and perceived organizational support, appear to amplify the effect of supervisor support on affective commitment. Empirical evidence from the survey strengthens these observations. More than 90% of the respondents strongly agreed that supervisory support enhances their organizational commitment. Such overwhelming consensus highlights that supervisory support

is not merely a facilitator but a critical determinant of retention, engagement, and loyalty. Importantly, the data also revealed that the presence of an appropriate organizational structure enhances the role of supervisors in fostering commitment. When structures are consistent with organizational goals, supervisors are better equipped to guide, motivate, and support employees toward collective achievements. Conversely, poorly aligned structures may weaken the impact of supervisor support, leaving employees disengaged. The implications for management are considerable. Supervisors are positioned as key change agents in strengthening employee commitment, and organizations must recognize this role in their human resource strategies. Developing supervisors' leadership, mentoring, and communication skills will not only enhance employee trust but also translate into improved organizational performance. In this context, several recommendations can be made:

(i) Policy Implications: Organizations should formalize training and mentoring frameworks to ensure supervisors possess the competencies needed to provide consistent and constructive support. Investment in leadership development programs can build the skills necessary for supervisors to act as effective mentors and motivators.

(ii) Structural Alignment: Continuous review of organizational structures is vital to maintain alignment with strategic objectives. Flexible structures that empower supervisors with decision-making authority enhance their ability to provide timely support and foster employee engagement.

(iii) Employee Development: Supervisors should be encouraged to integrate career development opportunities and well-being initiatives into their support mechanisms. By linking professional growth with organizational goals, supervisors can strengthen both affective and normative commitment.

(iv)Performance and Mentoring: Constant feedback and mentoring systems can help employees assess their performance more effectively, preventing disengagement and encouraging accountability.

(v)Future Research: Subsequent studies could explore moderating variables such as organizational culture, leadership style, or demographic factors to better understand how supervisor support influences different dimensions of commitment. Longitudinal studies may also help clarify causal relationships between supervisory behavior, commitment, and performance outcomes.

10.   Conclusion

This research underscores that supervisor support plays a pivotal role in shaping organizational commitment. Beyond its impact on emotional attachment and job performance, supportive supervisory behavior directly contributes to organizational success by enhancing retention, engagement, and loyalty. By aligning structures, strengthening leadership capacities, and integrating employee development into supervisory practices, organizations can create a workplace environment where commitment thrives, ultimately driving sustainable organizational performance.

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