

Impact of Perceived Organizational Support on Organization Commitment among Sales Department Employees in Pharma Industry

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Abstract - Present study examines the relationship between perceived organizational support (POS) and organizational commitment AMONG SALES DEPARTMENT EMPLOYEES IN PHARMA INDUSTRY. White collared employees participated to the study. Results indicated a significant relationship between POS and affective commitment and normative commitment, but a negative relationship between POS and continuance commitment. Results reveal that organization based self-esteem(OBSE) has a partial mediating role between perceived organizational support and affective commitment and full mediating role between perceived organizational support and continuance commitment. Findings also indicate that OBSE has no mediating role between perceived organizational support and normative commitment.

According to OST, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). Levinson (1965) suggested that employees tend to attribute the actions of organizational representatives to the intent of the organization rather than solely to the personal motives of its representatives. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by rules, norms, and policies that provide continuity and prescribe role behaviors; and by the power the organization exerts over individual employees. Thus, to some degree, employees think of their relationship with the organization in terms similar to a relationship between themselves and a more powerful individual.

I. INTRODUCTION

A. *Perceived Organizational Support (POS)*

Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being. POS has been found to have important consequences employee performance and well-being.

Research on perceived organizational support (POS) began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them (Eisenberger, Huntington, Hutchinson, & Sowa, 1986). For employees, the organization serves as an important source of socioemotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. Being regarded highly by the organization helps to meet employees' needs for approval, esteem, and affiliation. Positive valuation by the organization also provides an indication that increased effort will be noted and rewarded. Employees therefore take an active interest in the regard with which they are held by their employer.

POS is assumed to be a global belief that employees form concerning their valuation by the organization. Based on the experience of personally relevant organizational policies and procedures, the receipt of resources, and interactions with agents of the organization, an employee would distill the organization's general orientation toward her.

OST maintains that employees use attributional processes similar to those used in interpersonal relationships to infer their valuation by the organization. Gouldner (1960) reasoned that favorable treatment would convey positive regard to the extent that the individual receiving the treatment considered the act to be discretionary. From this perspective, an employee would infer higher regard from favorable treatment if the treatment appeared discretionary rather than the result of such external constraints as government regulations, union contracts, or competitive wages paid by alternative employers (Eisenberger et al., 1986; Shore & Shore, 1995). Accordingly, the positive relationship between POS and favorable job conditions was found to be six times greater when the presence of those conditions were attributed to the organization's discretion rather than to external constraints (Eisenberger, Cummings, Armeli, & Lynch, 1997).

Thus, the organization's discretion is important for determining the extent to which different treatments most impact POS. For example, union workers might receive excellent wages and benefits. However, if these benefits resulted from difficult contested negotiations, employees would consider the benefits to have been provided involuntarily, and the benefits would have little influence on POS. This suggests that organizations should not automatically conclude that well-treated employees will have high POS. Favorable treatments that organizations provide to employees must be perceived as voluntary if they are to influence feelings of support. To the extent that the organization effectively conveys favorable

treatment as discretionary, POS will be enhanced.

Correspondingly, unfavorable treatment that is perceived to be beyond the organization's control will have a less negative effect on POS. For example, management could attribute a lower annual pay raises to low profits associated with weak economic conditions. By shifting the responsibility for the cutbacks from the organization itself to external circumstances over which the organization had little control, the deleterious effect of the cutbacks on POS would be reduced.

The importance of the discretion attribution for employees' attitudes toward the organization has practical implications. In extensive consulting with a large retail sales organization, we found that most salespeople reported a high level of stress at work. When we investigated more closely, we found these employees generally attributed their stress to the nature of sales jobs, leading them to believe that there was little that the organization could do to alleviate the stress. Because stress was an aspect of the job that employees believed the organization could not control, the sales employees' POS was not adversely affected by this unfavorable job condition. According to the sales employees, improvements in other features of the job that the organization could control, such as more weekend days off and higher pay, were more important to them. Thus, some unpleasant aspects of one's job are taken for granted by employees and not blamed on the organization. Employees are practical; they are generally concerned with improving working conditions and benefits that management can readily change.

B. Organization Commitment

Meyer and Allen's (2007) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research." [1] Their study was based mainly around previous studies of organizational commitment. Meyer and Allen's research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization

C. Affective Commitment

AC is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged AC as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that

while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that "positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality" [2] In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (2006)[3] concept of commitment, which in turn drew on earlier work by Kanter (1968) [4]

D. Continuance Commitment

Continuance Commitment is the "need" component or the gains verses losses of working in an organization. "Side bets," or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership (cf. Becker's 1960 "side bet theory" [5] Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization. The problem with this is that these "side bets" don't occur at once but that they "accumulate with age and tenure". [6]

E. Normative Commitment

The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive "advanced rewards." Meyer and Allen based their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others. They drew off Wiener's (2005) [7] research for this commitment component.

F. Indian Pharmaceutical Industry

India's pharmaceutical sector is gaining its position as a global leader. The pharma Market in India is expected to touch US\$ 74 billion in sales by 2020 from the current US\$ 11 billion, according to a PricewaterhouseCoopers (PwC) report. Growth of Indian Pharma companies will

be driven by the fastest growing molecules In the diabetes, skincare and eye care segment, as per a report by research firm, Credit Suisse. The market share of a drug company is directly related to the number of fast growing molecules in the company's pipeline, the report highlighted. The Indian pharmaceutical market is poised to grow to US\$ 55 billion by 2020 from the 2009 levels of US\$ 12.6 billion, as per a McKinsey & Company report titled "India Pharma 2020: Propelling access and acceptance realising true potential". The industry further holds potential to reach US\$ 70 billion, at a compound annual growth rate (CAGR) of 17 per cent.

Growth

India will see the largest number of merger and acquisitions (M&As) in the pharmaceutical and healthcare sector, according to consulting firm Grant Thornton. A survey conducted across 100 companies has revealed that one-fourth of the respondents were optimistic about acquisitions in the pharmaceutical sector. The cumulative drugs and pharmaceuticals sector attracted foreign direct investments (FDI) worth US\$ 9,596 million between April 2000 to May 2012, according to the latest data published by Department of Industrial Policy and Promotion (DIPP).

Gujarat-based pharmaceutical

Gujarat-based pharmaceutical majors are yet to catch up with national players this fiscal when it comes to getting drug approvals from the US drug regulator. While players like AurobindoPharma secured around 24 abbreviated new drug applications (ANDA) approvals during the year, while Strides Acrolabs and its subsidiary Onco Therapies received 18 approvals, Sun Pharmaceuticals and its subsidiary Taro Pharma got 15 approvals.

In comparison, Ahmedabad based Torrent Pharma received four ANDA approvals till December, shared a company spokesperson. This is lower compared to last fiscal when the company received 11 approvals.

IntasPharma, a privately held player received seven approvals during the year taking the cumulative approvals by the US Food and Drug Administration (USFDA) to around 35, informed Jayesh Shah, chief financial officer, IntasPharma. He added that the US contributes to around 20 per cent of its net sales and is thus an important market for the company.

Vadodara-based Alembic Pharma, which is now focusing on regulated markets, has, however, managed to double its number of ANDA approvals this financial year. The company has received four approvals in the first nine months of the fiscal compared to two approvals during 2011-12. A company spokesperson also claimed that another four are expected during the fourth quarter.

City-based global player CadilaHealthcare, however did not share the details of the number of approvals received till December. The company's cumulative approvals in the US till September 2012 was 72. US operations contribute around 25 per cent of its turnover.

On the whole, Indian companies have received around 178 ANDA approvals during the year as compared to 144 in the previous year, said a report on Indian Pharmaceutical sector by India Rating, a Fitch Group company. The USFDA granted total 476 ANDAs approvals during the year 2012 as against 431 approvals in the previous year. Of these total US FDA approvals, Indian companies grabbed 37.4 per cent approvals in 2012 as against 33.4 per cent in the last year.

II. LITERATURE REVIEW

MeenakshiAggarwal-Gupta examined the influence of perceived organizational support (POS) and Psychological well-being (PWB) on organizational commitment (OC). The sample consist of 513 employees of managerial level from two manufacturing organization. The questionnaire consists of 119 items. Psychological well-being measured by 84-item with 6 point likert scale developed by Ryff (1989). Perceived organizational support and organization commitment was measured with 17-item and 18-item with 7 point likert scale developed by Eisenberger(1986) and Meyer, Allen and smith(1993) respectively. Regression analysis finds that POS significantly influenced psychological well-being and all components of organizational commitment. Research suggest that enhancing the well-being part of an organization lead to increase affective reactions towards work and that will influence outcomes such as turnover and absenteeism. Employees with higher sense of well being may have higher perception of competence and control of the environment around them. It is more important for organizations to provide meaning to the work that employees do.

Robert Eisenberger, Stephen Armeli, Barbara Rexwinkel, Patrick D. Lynch, and Linda Rhoades investigated reciprocation's role in the relationship of POS with Employee's organization commitment & job performance. Reciprocation means when one person treats another person well norm of reciprocity obliges the return of favorable treatment. Researcher has worked on several factors that affect POS and Employees commitment towards organization. Factors like POS as an antecedent of Felt Obligation, Exchange ideology as a moderator of the POS-Felt obligation relationship, Felt obligation as a mediator of POS-Outcome relationship and positive mood as an alternative mediator of POS-outcome relationship. Respondent of questionnaire are 413 employees of a large mail-processing facility in the northeast United States. Some respondent directly involved in the processing and handling mail, clerical and secretarial employees and supervisors. Questionnaire consist of 6 items to measure POS, 7 items to measure felt obligation, 3 items to measure Employee exchange ideology, 5 item to measure affective organizational commitment and 2 items to measure positive mood. Research found that (a) POS was positively related to employees' felt obligation to care about the organization's welfare and to help the organization reach its objectives; (b) felt obligation mediated the associations of POS with affective

commitment, organizational spontaneity, and in-role performance; and (c) the relationship between POS and felt obligation increased with employees' acceptance of the reciprocity norm as applied to work organizations. Positive mood also mediated the relationships of POS with affective commitment and organizational spontaneity.

A study done by Chandra RekhaMakanjee on effect of perceived organizational support on organizational commitment of diagnostic imaging radiographer on rendering quality service, objective of this study is to determine the extent to which perceived organizational support influenced commitment of radiographer to the organization to reduce turnover intent and quality of service rendered. Radiographers from the Tshwane metropolitan region of Gauteng were recruited through convenience sampling. Questionnaires completed by 119 radiographers from 11 organizations. Research instrument (questionnaire) has included several factors. Factors are, demographic characteristics, 17-items to measure organization commitment developed by Meyer and Allen's, 21-items scale adopted from Li.Eddon and Abraham to measure organization context and characteristics,9-item scale that determined the general physical working environment adopted from work life questionnaire and other factors are trust, support and leadership ability of HOD and supervisors and career development. A descriptive design was adopted, enabling the researcher to identify interrelationship between organizational factors that could influence radiographer's OC. The implication is that radiographer's remaining in the organization mainly because it was a necessity as much as a desire. Too much of their lives would be disrupted if they were to leave. They did consider working somewhere else, if it would be advantage. Also they felt an obligation to remain in the organization because of people in it. Although the trust, support, leadership ability of management was satisfactory, management was rated poor in decision making, communication of information, promotion procedures, performance appraisal, welfare of staff, and planning organization.

Robert Eisenberger, Jim Cummings, Stephen Armeli, and Patrick Lynch examined the relationship between the favorableness of job conditions and perceived organizational support (POS) depends on employee perceptions concerning the organization's freedom of action and whether POS and overall job satisfaction are distinct constructs' in research of Perceived Organizational Support, Discretionary Treatment and Job Satisfaction. Pos, favorableness of job conditions and discretionary control over job conditions these three factors are measured in this study.POS were measured by 8-items with 7 point likert scale.For assessing the favorableness of job conditions, 18 job conditions were selected according to significance of various job types Respondents rated the favorableness of job conditions on a 5-point Likert-type scale. For Discretionary control over job conditionsrespondents evaluated the degree of the organization's discretionary control over the 18 job

conditions. The employees were asked to select 6 job conditions they believed were most controlled by the organization, then 6 job conditions that were least controlled, and finally 6 job conditions over which the organization had an intermediate level of control. To assess employees' overall level of job satisfaction measured by four items from Quinn and Sheppard's job satisfaction index with 7-point likert scale. Finding reveals that the favorableness of high-discretion job conditions was more strongly related to POS than was the favorableness of low-discretion job conditions.The favorableness of high-discretion job conditions was more strongly associated with POS than with overall job satisfaction. The favorableness of low-discretion job conditions was more strongly associated with overall job satisfaction than with POS.Highly discretionary actions by the employer should have greater influence on employees' perceived obligations and produce a stronger psychological contract than treatment dictated by outside influences.

(a) Robert Eisenberger and Robert Huntington examined the globality of Perceived Organizational Support. The sample consist of 361 participants, 36 belonged to manufacturing sector companies, 12 belonged to credit bureau organizations, 30 belonged to other manufacturing companies, 12 from Telephone company, 17 belonged to Bookstore bookkeepers and Clerks, 19 from Law firm secretaries, 50 belonged to High school teachers, 120 from Financial trust and 65 belonged to Postal clerks. This was calculated using the 7-point Likert scale (1 = strongly disagree, 7 = strongly agree) measure as reported by Steven Hutchison and Debpra Sowa using coefficient method. (Cronbach's alpha) Coefficient finds employees form global beliefs concerning the extent to which the organization values their contributions.

(b)Robert Eisenberger and Robert Huntington examined the Effects of Perceived Organizational Support and Exchange Ideology on Absenteeism. Total 97 participants were teachers belonged to Private school. But the sample size consists of 71 respondents. This was calculated using the 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) measure as reported by Steven Hutchison and Debpra Sowa by using Reliability coefficients (Cronbach's alpha).This finds that such Perceived Organizational Support reduces absenteeism.

(c) Robert Eisenberger and Robert Huntington examined the Correlations of Perceived Organizational Support with Absenteeism for Low, Middle, and High Exchange Ideologies by using One-tailed statistical tests.This finds that the effect of perceived organizational support was greater for teachers with a strong exchange ideology than those with a weak exchange ideology. The number of periods of absenteeism was a more reliable measure than the number of days absent (Chadwick- Jones, Brown, & Nicholson, 1982; Mowday et al., 1982). So the conclusion is that perceived organizational support increases an employee's efforts to meet the organization's goals

through greater attendance, and that the magnitude of this relation depends on the strength of the employee's exchange ideology.

Paul Eder and Robert Eisenberger have surveyed on two companies. Total 219 employees from manufacturing company to measure the influence of work group tardiness on individual tardiness among employees. The tardiness among employees was consisting of total 162 employees. This was calculated using the 7-point Likert scale (1 = strongly disagree, 7 = strongly agree) measure as reported by Eisenberger, Fasalo & David –Lamastro. Using ANOVA. ANOVA resulted that when POS was low, individual tardiness increased with average group tardiness. And 713 employees from Retail electronics and appliance store to measure the withdrawal among sales employees. It was consist of 713 employees. In that 669 respondents were evaluated. This was calculated using the 5-point Likert scale using Regression analysis resulted that with low POS, there was a significant positive relationship between group withdrawal and individual withdrawal.

Zhixia Chen, Robert Eisenberger, Kelly Johnson, Ivan Sucharski, Justin Aselage examined the influence of extra role performance on POS. The sample consist of 199 employees from Electronic and appliance sales organization. This was calculated by 7 point likert scale (1 = strongly disagree, 7 = strongly agree) measure as reported by Rhoades and Eisenberger using Meta analysis. Meta analysis resulted that POS was positively associated with a temporary change in extra role performance. And in contrast the temporary change in POS was not positively significant with extra role performance. So Meta analysis finds that POS leads to extra role performance.

Mark Anthony Farrell and Edward Oczkowski examined the relation between service worker customer orientation and job response variables (job satisfaction, organizational commitment). The sample size consist of 170 employees from Fast Food Restaurant (Australia). This measure was developed by Weiss, Davis, England and Lofquist using structural equation modeling method. Equation modeling method resulted that Customer orientation towards creating job satisfaction and commitment doesn't have the intended effect. Bell and Menguc also examined the relationship between and Perceived Organizational Support and organization fit within the service workers. This resulted that hiring employees and then failing to provide appropriate level of support reduces the level of customer orientation by the employee, so no direct relation between POS and service workers.

Nicole Torca has examined the relation between the agency workers believe the agency and the client should offer if they are aiming for perceived organization's commitment to its workers (OCW).. The sample size consists of workers of a Dutch agency. There are 33 semi structured interviews of

workers of Dutch agency. This measure was developed by Rhoades and Eisenberger in 2002 using Meta analysis method. Meta analysis method resulted that agency and client share several responsibilities when aiming for perceived OCW. Each has to take care about procedural, informational and interpersonal justice, as well as distributive fair and favorable treatment concerning job security, pay, job characteristics, development and promotion opportunities, and general caring and valuing.

- A. *Human Resource Management System*
- B. *Firm Performance and Organizational Effectiveness*
- C. *Human Resource Management Practices*
- D. *Employee Motivation*

III. RESEARCH FRAMEWORK

IV. RESEARCH METHODOLOGY

Objective

- To identify and measure the level of Perceived organizational support and commitment among sales employees of Pharma industry.
- To find out relationship between Perceived organizational support and commitment and how it affect to each other.

Scope of the study: - Ahmedabad, Gandhinagar

Hypothesis:-

H0: There is no relationship between Perceived organizational support and Organization commitment among sales employees in Pharma Industry.

H1: There is a positive relationship between Perceived organizational support and Organization commitment among sales employees in the Pharma Industry.

The degree to which the research question has been crystallized: - Formal Study

Method of data collection: - Communication Study

The power of the researcher to produce effects in the variables under study: - Ex- post Facto design

The purpose of the study: - Descriptive

The time dimension: - Cross Sectional

- It is carried out once and represents the snapshot of one point in time.
- It is relatively fast and inexpensive.

The Topical Scope:-

Statistical study

- It is attempted to capture population characteristics.
- Here hypothesis are tested quantitative

Sample and Procedure:

The sample consisted of the sales employees of Pharma companies which are MR, regional sales manager, area sales manager etc from different companies of Ahmedabad and Gandhinagar. Respondent voluntarily completed the questionnaire during their call hours to the doctor. To encourage the candid responses, both verbal and written assurances of confidentiality were given to potential respondent. On an average it took each respondent 10 minutes to complete the questionnaire. Questionnaires were given to some medical stores to fill up when MR came to their medical store. Also it is been filled up by personally meeting the respondent at different hospitals when there is a call time to doctors. Total 130 questionnaires were filled up in which only 113 questionnaires are usable because 4 questionnaires were half filled and 13 questionnaire found inappropriate issues like same answers in all the questions and random answer given in all questions.

Correlations

Correlation analysis enables us to measure the strength of association between variables X & Y. It measures how strongly these variables are correlated. Two variables involved in this research are: Perceived organizational support and Organization commitment. Here,

Organization Commitment Y is dependent variable and the Perceived organizational support X is independent variable.

Karl Pearson's Coefficient of Correlation

Karl Pearson's Coefficient of Correlation is developed in 1896, to measure the degree of relationship between two variables. The Pearson's coefficient of correlation is designated by r. This coefficient has two characteristics:

(i) The value of r ranges between (-1) and (+1)

If there is no relation at all between the variables then its value must be zero. If the relationship is perfect, which means that all points on the scatter diagram fall on the straight line, then the value of r is +1 or -1, depending on the direction of the line. Other values of r show an intermediate degree of relationship between two variables.

(ii) The sign of the coefficient can be positive or negative

If the value of Y increases as the value of X increases, the slope will be positive and so will be the sign of the coefficient of correlation. On the other hand, if the value of Y decreases as the value of X increases then the slope will be negative and so will be the coefficient of correlation.

Hence, the coefficient of correlation r can be defined as a measure of strength the linear relationship between two variables X and Y.

Correlations

		countinous commit	affective commitment	perceived org support
countinous commit	Pearson Correlation	1	.303**	.388**
	Sig. (2-tailed)		.001	.000
	N	113	113	113
affective commitment	Pearson Correlation	.303**	1	.784**
	Sig. (2-tailed)	.001		.000
	N	113	113	113
perceived org support	Pearson Correlation	.388**	.784**	1
	Sig. (2-tailed)	.000	.000	
	N	113	113	113

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

The result of correlation analysis for all the variables is shown in Table 1. It examines the correlation among Perceived Organizational Support (perceived org support), Affective commitment and Continuous commitment (countinous commit)

The correlation coefficient for each pair of variables appears at the intersection of one variable's row and the other variable's column. Each variable correlates perfectly with itself, as evidenced by the coefficients of +1.00 at the intersection of a particular variables' row and column.

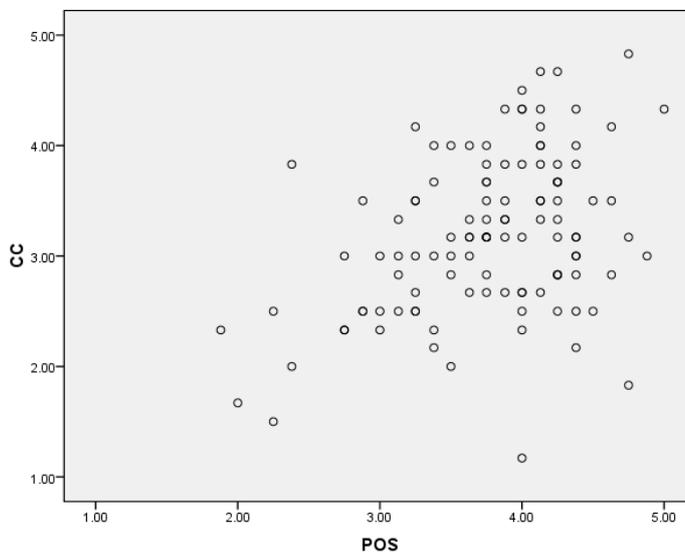
Hence, correlation coefficient between Perceived organizational support and continuous commitment is 0.388. This indicates that weak positive relationship between Perceived organizational support and continuous commitment. The Perceived organizational support of

employees correlates strongly with the affective commitment. The fact that all of these correlation coefficients have positive values indicates that increases in one variable correspond to increases in the other.

Correlations

		perceived support	org countiounous commit
perceived org support	Pearson Correlation	1	.388**
	Sig. (2-tailed)		.000
	N	113	113
countiounous commit	Pearson Correlation	.388**	1
	Sig. (2-tailed)	.000	
	N	113	113

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



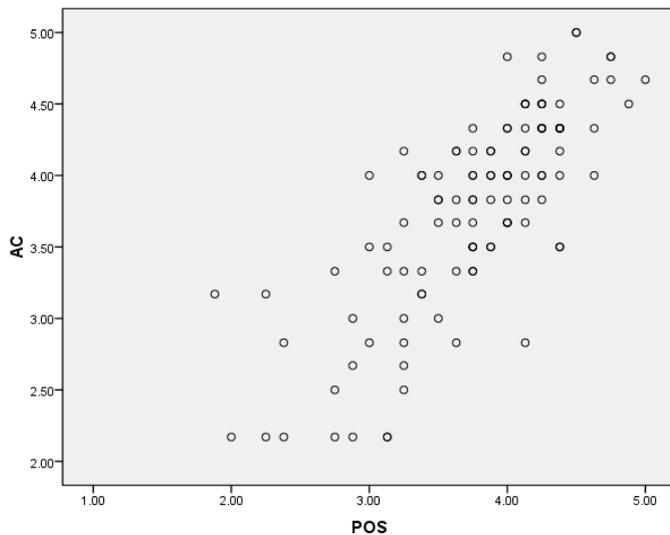
r=0.38

Correlations

Correlations

		perceived support	org affective commitment
perceived org support	Pearson Correlation	1	.784**
	Sig. (2-tailed)		.000
	N	113	113
affective commitment	Pearson Correlation	.784**	1
	Sig. (2-tailed)	.000	
	N	113	113

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



R=0.78

Regression

Regression analysis is a very powerful tool in field of statistical analysis in predicting the value of one variable, given the value of another variable, when these two variables are related to each other. In a simple liner regression, a mathematical regression equation is developed to describe the functional relationship that exists between two variables X and Y.

Regression



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.784 ^a	.614	.611	.43740	.614	176.618	1	111	.000	1.995

a. Predictors: (Constant), POS

b. Dependent Variable: AC

This table provides the R and R² value. The R value is 0.784, which represents the simple correlation. It indicates a high degree of correlation. The R² value indicates how much of the dependent variable, affective commitment can be explained by the independent variable, POS. In this case, 61.4% can be explained, which is very large.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.790	1	33.790	176.618	.000 ^a
	Residual	21.236	111	.191		
	Total	55.026	112			

a. Predictors: (Constant), POS

b. Dependent Variable: AC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.490	.250		1.957	.053
	POS	.871	.066	.784	13.290	.000

a. Dependent Variable: AC

This gives us the information we need to predict AC from POS. By looking at the B column under the Unstandardized Coefficients column, we can present the regression equation as:

$$AC = 0.490 + 0.871(POS)$$

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.388 ^a	.151	.143	.66841	.151	19.683	1	111	.000	1.587

a. Predictors: (Constant), POS

b. Dependent Variable: CC

This table provides the R and R² value. The R value is 0.388, which represents the simple correlation. It indicates a weak relationship of variables. The R² value indicates how much of the dependent variable, continuous commitment can be explained by the independent variable, POS. In this case, 15.1% can be explained

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.794	1	8.794	19.683	.000 ^a
	Residual	49.591	111	.447		
	Total	58.385	112			

a. Predictors: (Constant), POS

b. Dependent Variable: CC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.519	.383		3.972	.000
	POS	.444	.100	.388	4.437	.000

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.519	.383		3.972	.000
POS	.444	.100	.388	4.437	.000

a. Dependent Variable: CC

This gives us the information we need to predict CC from POS. By looking at the B column under the Unstandardized Coefficients column, we can present the regression equation as:

$$CC = 1.519 + 0.444(POS)$$

- A. *Scope of the Study*
- B. *Research Variables*
- C. *Survey Instrument*
- D. *Sample Population and Data Collection*
- E. *Statistical Method*
- F. *Reliability and Validity*
- G. *Study Results and Discussions*

V. TEST RESULT

VI. CONCLUSION AND IMPLICATION

There is a research on relation between the Perceived organizational support and organization commitment. There is a strong relation between the Perceived organizational support and affective commitment of sales employees of Pharma companies. There is a weak relation between the perceived organizational support and continuous commitment of sales employees of Pharma companies.

There is a high Perceived organizational support than it will reduce the tardiness among the employees. The relation between extra role performance and change in Perceived organizational support was not highly significant. There is a significant relation between Perceived organizational support and psychological well being and components of organization commitment of employees.

There is a positive relation between Perceived organizational support and employees' felt obligation to care about the organization's welfare and help to help organization reach its objective.

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