



RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

Perceived Organizational Support and Perceived Role Clarity as Predictors of Organizational Commitment

Algılanan Örgütsel Destek ve Algılanan Rol Açıklığının Örgütsel Bağlılığın Yordayıcıları Olarak İncelenmesi

Vaishali Choudhary¹, Shadab Ahamad Ansari¹

Abstract:

The present study investigates the effect of perceived organizational support (POS) and perceived role clarity on the organizational commitment of IT professionals in India. As the labor market faces intense competition and work arrangements reorganize, it becomes critical to understand the psychological bond employees develop with their institutions to improve retention, job performance, and overall well-being. A cross-sectional survey design has been adopted for the present study. The data were collected from 450 IT professionals (320 male and 130 female) in the Delhi-NCR region through stratified random sampling. Participants responded to standardized measures such as the Survey of Perceived Organizational Support (SPOS), the Role Clarity Scale (RCS), and the Organizational Commitment Questionnaire (OCQ). The linear regression analysis showed that POS and role clarity are significant positive predictors of organizational commitment. This research found that POS accounted for 40% of the variance ($R^2 = 0.40$, $F = 275.48$, $p < 0.01$), and role clarity accounted for 23% of the variance ($R^2 = 0.23$, $F = 126.24$, $p < 0.01$). The results indicate that POS is more influential than role clarity. In other words, feeling valued and supported creates a stronger emotional obligation to repay the favor with loyalty than merely understanding job expectations does. IT organizations need to invest in employee well-being by implementing wellness programs, offering job flexibility, and clearly communicating roles and responsibilities. To obtain a committed, engaged, and loyal workforce in the fast-moving industrial sector, strong recognition systems and regular performance feedback are essential.

Keywords: Organizational commitment, Perceived organizational support, Perceived role clarity, Indian employees.

¹Galgotias University, Department of Psychology, Uttar Pradesh, India.

Address of Correspondence/Yazışma Adresi: Vaishali Choudhary, Galgotias University, A 120, Vijay Park, Naya Bazar, New Delhi-110043. 9999410012. Email: vaishalichoudhary0104@gmail.com.

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Öz:

Bu çalışma, Hindistan'daki BT profesyonellerinin örgütsel bağlılıkları üzerinde algılanan örgütsel desteğin (POS) ve algılanan rol açıklığının etkisini incelemektedir. İşgücü piyasası yoğun bir rekabetle karşı karşıya kalıp çalışma düzenleri yeniden yapılandırılırken, çalışanların işyerinde kalıcılığının, iş performansının ve genel refahının artırılması adına, çalışanların kurumlarıyla geliştirdikleri psikolojik bağı anlamak kritik önem kazanmaktadır. Bu çalışmada araştırma deseni olarak kesitsel tarama modeli benimsenmiştir. Veriler, Delhi NCR bölgesinden 450 BT profesyonelinden (320 erkek ve 130 kadın) oluşan bir örneklemeden, tabakalı rastgele örnekleme yöntemiyle toplanmıştır. Katılımcılar Algılanan Örgütsel Destek Anketi (SPOS), Rol Açıklığı Ölçeği (RCS) ve Örgütsel Bağlılık Anketi (OCQ) gibi standartlaştırılmış ölçüm araçlarını yanıtlamışlardır. Yapılan doğrusal regresyon analizi, algılanan örgütsel desteğin (POS) ve rol açıklığının, örgütsel bağlılığın anlamlı ve pozitif yordayıcıları olduğunu ortaya koymuştur. Bu araştırma, algılanan örgütsel desteğin varyansın %40'unu ($R^2 = 0.40$, $F = 275.48$, $p < 0.01$) ve rol açıklığının ise varyansın %23'ünü ($R^2 = 0.23$, $F = 126.24$, $p < 0.01$) açıkladığını tespit etmiştir. Elde edilen sonuçlar, algılanan örgütsel desteğin rol açıklığından daha etkili olduğunu göstermektedir. Başka bir deyişle; yalnızca iş beklentilerini anlamak yerine, değerli ve desteklenmiş hissetmek; bu iyiliğe sadakatle karşılık verme yönünde daha güçlü bir duygusal yükümlülük yaratmaktadır. BT kuruluşlarının sağlık ve esenlik programlarını, iş esnekliğini ve rol-sorumlulukların etkin bir biçimde iletilmesini süreçlerine dahil ederek, çalışan refahına yatırım yapmaları gerekmektedir. Hızlı değişimlerin yaşandığı bu endüstriyel sektörde, bağlı, işine kendini adanmış ve sadık bir işgücü oluşturabilmek adına, güçlü takdir ve ödüllendirme sistemlerinin kurulması ve düzenli aralıklarla uygun performans geri bildirimlerinin sağlanması bu hedefe ulaşmaya yardımcı olacaktır.

Anahtar Kelimeler: Örgütsel bağlılık, Algılanan örgütsel destek, Algılanan rol netliği, Hintli çalışanlar.

Introduction

The dynamics that govern the relationship between employees and their employing institutions have attracted scholarly attention in the organizational behavior literature (Fuller et al., 2006; Gupta et al., 2010; Masterson & Stamper, 2003). Employers have become increasingly interested in understanding the psychological bond employees develop with their organization as they seek to improve employee retention, job performance, and overall well-being in an era when industries face competitive labor markets and evolving work arrangements. Among the variables examined in the literature, organizational commitment stands out as a critical construct that influences work attitudes and behaviors. Its context broadly encompasses emotional attachment (affective commitment), perceived costs of leaving (continuance commitment), and feeling obligated towards the organization (Normative commitment) (Allen & Meyer, 1990; Meyer & Allen, 1991).

Research suggests that commitment goes beyond individual outcomes. Committed employees show higher performance levels, lower absenteeism, and greater job satisfaction. Specifically, lower turnover intentions are negatively related to affective commitment (Panaccio & Vandenberghe, 2011; Guzeller & Celiker, 2020). Furthermore, organizational commitment varies across cultural contexts, with collectivist cultures, such as those in India, exhibiting particularly strong normative commitment due to an emphasis on loyalty, obligation, and social harmony. The traits of the Five-Factor Model of personality—openness, conscientiousness, extraversion, agreeableness, and neuroticism—also generally show a positive relationship with normative commitment (Meyer et al., 2012; Choi, Oh, & Colbert, 2015). Understanding the antecedents of organizational commitment within specific cultural contexts is therefore essential for developing effective organizational practices.

Central to fostering organizational commitment in employees is shaping their psychological contracts, which symbolize their relationship with the organization and shape employee experiences at work (Rousseau, 2001). In this study, the support employees perceive from their

respective organization and the clarity with which they understand their job roles are fundamental aspects of their psychological contract. According to Eisenberger et al. (1986), "Perceived organizational support reflects employees' beliefs regarding the extent to which their organization values their contributions and demonstrates genuine concern for their well-being". POS is theoretically explained by the norm of reciprocity and Organizational support theory (Eisenberger et al., 2001; Cropanzano & Mitchell, 2005). Employees develop these perceptions by attributing humanlike characteristics to the organization and interpreting organizational actions as indicators of its intentions and image toward them (Levison, 1965; Eisenberger et al., 1986). The reciprocal relationship is strengthened through various organizational practices, including procedural justice in decision-making (Andrews & Kacmar, 2001; Rhodes et al., 2001), quality of interpersonal treatment (Rhodes & Eisenberger, 2002), supervisor support (Kottke & Sharafinski, 1988), and favorable job conditions such as autonomy and job security (Rhodes & Eisenberger, 2002). High perceived organizational support is characterized by employees internalizing organizational norms and values and incorporating membership in the organization into their social identity (Weiner, 1982; Eisenberger et al., 2001). Much like commitment, perceived support also has a positive relationship with job satisfaction, organizational citizenship behaviors (Eisenberger & Rhodes, 2002; Shore & Tetrick, 1991), enhanced performance (Donald et al., 2005), reduced turnover intentions, decreased work stress, and fostered feelings of trust (Cropanzano et al., 1997; Whitener, 2001).

Complementing organizational support, perceived role clarity reflects how clearly employees understand their responsibilities, expectations, evaluation criteria, and the scope of their jobs. In literature, role clarity has emerged as a critical determinant of professional outcomes, including intrinsic motivation, job involvement, and innovative ideas (Kundu et al., 2020). Employees with high role clarity demonstrate greater role efficacy and superior performance compared with those experiencing

role ambiguity (Bray & Brawley, 2002). The positive effects of role clarity are mediated through enhanced autonomy, competence, and relatedness, which collectively contribute to subjective vitality and engagement at work (Karkkola et al., 2019).

Despite the substantial body of research examining perceived organizational support and role clarity independently, there remains limited investigation of their combined predictive power in explaining organizational commitment, particularly within specific cultural and organizational contexts. By examining how organizational support and role clarity jointly predict commitment, this study aims to provide both theoretical insights and practical guidance for organizational leaders and human resource professionals invested in building sustainable, mutually beneficial employment relationships.

H1 Perceived organizational support will be positively related to organizational commitment

H2 Perceived role clarity will be positively related to organizational commitment

Method

This study used a cross-sectional survey design, which is ideal for collecting data from IT employees in the Delhi-NCR region, including parts of Uttar Pradesh, Haryana, and Rajasthan.

Sample and Procedure

Data were collected from 450 IT employees across various organizations in the Delhi-NCR region of India via Google Forms and on-site administration. Within the sample, 130 were female (28.9%), and 320 were male (71.1%). The sampling method employed here is stratified random sampling to ensure an ideal representation of IT personnel in India.

Inclusive criteria - at least one year of experience in the IT industry, and a full-time employment arrangement at the time of administration.

Sample size was calculated using G*Power software; the results indicated that N=450 would provide sufficient power to detect medium-to-large effect sizes at a significance level of $p=0.05$. This ensured the sample was suitable for testing the study's hypotheses and generalizing

findings to the wider population of IT employees in the region. The study protocol was reviewed and approved by the Institutional Ethics Committee of Galgotias University, Greater Noida, Uttar Pradesh, India, dated [26/09/24]. Informed consent was obtained from participants before they voluntarily participated in the study. Participant confidentiality was maintained, and transparency was practiced post-research.

Instruments

Perceived role clarity was measured using the Role Clarity Scale (RCS) developed by Rizzo, House, and Lirtzman (1970). The scale consisted of six items on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), with higher scores indicating more role clarity. In this sample, the scale showed high reliability with a Cronbach's alpha of 0.85.

Perceived Organizational Support (POS) was assessed using the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986), an eight-item 7-point Likert scale (1 = strongly disagree, 7 = strongly agree), with higher scores reflecting higher perceived support, with a Cronbach's alpha of 0.93.

Organizational commitment was measured using the Organizational Commitment Questionnaire (OCQ) developed by Mowday, Steers, and Porter (1979). The OCQ consisted of 15 items on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree), with higher scores indicating greater commitment towards the organization. The OCQ showed Cronbach's alpha of 0.88 in this study.

Data Analysis

Data was analyzed using SPSS (version 16.0). Sample Demographics were quantified by descriptive statistics. Independent Linear regression analysis examined how perceived role clarity and POS predicted organizational commitment separately. Organizational commitment was the dependent variable, while perceived role clarity and POS were the independent variables. All assumptions for inferential statistics (specifically relevant to linear regression), including normality, linearity, multicollinearity, and homoscedasticity, were assessed before interpreting the results.

Results

Table 1. Demographic characteristics of the IT employees in the study

Items	Frequency	Percentage %
Gender		
Male	320	71.1
Female	130	28.9
Age (years)		
22-29	240	53.3
30-39	155	34.4
40-50	55	12.2
Educational level		
Bachelor's Degree	294	65.3
Master's Degree	156	34.7
Years with Current Employer		
1-5	236	52.4
6-10	138	30.7
More than 10	76	16.9

Table 1 shows the demographic characteristics of the sample (N=450). Participants' ages ranged from 22 to 50 years, with a mean age of 30.4 years (SD = 5.8). Most held a bachelor's degree (65.3%), while others had a master's

degree (34.7%). Most had worked with their current employer for 1 to 5 years (52.4%), followed by 6 to 10 years (30.7%) and over 10 years (16.9%).

Table 2. Linear regression analysis on Perceived Organizational Support (POS) as a predictor of Organizational Commitment among IT Employees in Delhi NCR

Variable	R	R ²	F	p-value	β	T	p-value
Constant						11.11	< 0.01*
POS	0.63	0.40	275.48	< 0.01	0.63	16.60	< 0.01

*=Significant at $p < 0.01$

For hypothesis testing, demographics were controlled for in the regression analysis to isolate primary variance. Linear regression examined how perceived role clarity and POS predicted organizational commitment. As shown in Table 2, controlling for age group and organizational

tenure, POS was found to positively influence organizational commitment and accounted for 40% of the variance among IT employees, supporting the alternative hypothesis (standardized $\beta = 0.63$, $t = 16.60$, $p < 0.01$).

Table 3. Linear regression analysis on Perceived Role Clarity (PRC) as a predictor of organizational commitment among IT Employees in Delhi NCR

Variable	R	R ²	F	p-value	β	T	p-value
Constant						10.87	< 0.01*
PRC	0.48	0.23	126.24	< 0.01	0.48	11.24	< 0.01

Table 3 indicates that role clarity (standardized $\beta = 0.48$, $t = 11.24$, $p < 0.01$) also positively impacts organizational commitment, accounting for 23% of the variance. The results supported both alternative hypotheses.

Discussion

The findings show that both variables predicted significant variance in organizational commitment, with POS having a stronger relationship than role clarity. These results support existing theories and offer valuable insights for human resource practices in the IT sector.

The study identified a strong relationship between feelings of support and organizational commitment, aligning with organizational support theory (Eisenberger et al., 1986). This also confirms prior research indicating that higher levels of POS lead to commitment (Rhodes & Eisenberger, 2002; Cropanzano & Mitchell, 2005; Caesens et al., 2016). Organizations will benefit from implementing policies to increase POS, as it is linked to lower turnover intentions (Allen et al., 2003), greater job satisfaction (Kurtessis et al., 2017), internalization of organizational values and goals (Weiner, 1982), and improved job performance (Eisenberger et al., 2001). High levels of POS are also proven to act as a buffer when it comes to adverse workplace behavior, including tardiness, inability to effectively perform the job role, and absenteeism (Donald et al., 2005), as it promotes positive mood and reduces stressful response to work (Cropanzano et al., 1997 & Whitener, 2001).

Organizational attributes that can help employees manifest a feeling of being supported among their employees include ensuring psychological well-being, increasing involvement in decision making, and resource availability (Donald et al., 2005) and fairness in distribution of said

resources, i.e., procedural justice (Andrews & Kacmar, 2001; Rhodes et al., 2001). Conditions at work are also significant antecedents of POS, promoting job security and creating opportunities for employees to experience autonomy at work (Rhodes & Eisenberger, 2002).

The positive relationship between perceived role clarity and organizational commitment aligns with SEM findings, revealing a correlation between dimensions of commitment, including high-sacrifice supervisory commitment and role clarity (Panaccio & Vandenberghe, 2011). This relationship is supported by research that states when employees understand their roles clearly, they show greater confidence, competence, and commitment to their organization (Schuler et al., 1989), along with this clarity also promotes innovative work behavior (Kundu et al., 2020) and better performance (Bray & Brawley, 2002). Role clarity reduces role ambiguity, which is a known source of workplace stress (Beehr & Glazer, 2005). By clarifying job expectations, organizations can enhance job satisfaction and reduce turnover intentions (Jackson & Schuler, 1985; Cooper-Thomas & Anderson, 2006). This is particularly relevant in the IT sector, where rapid technological changes can create added stress (Sarker et al., 2005). Organizations that actively communicate the scope of the job clearly promote job satisfaction and perceptions of organizational effectiveness among their employees (Posner & Butterfield, 1978).

While both POS and role clarity significantly predict organizational commitment, this study found that POS exerted a greater influence as a predictor. This suggests that feeling valued and supported has a greater impact on commitment than simply understanding one's job responsibilities and expectations. This aligns with research indicating that emotional bonds with the organization drive commitment (Riggle et al., 2009). Employees who

perceive high levels of support feel obligated to reciprocate through increased loyalty.

Practical implications

The results of this study provide actionable insights for organizations, particularly in the IT industry. The findings of this study reveal that perceived organizational support and role clarity are key predictors of organizational commitment. To strengthen organizational support, companies should implement comprehensive recognition and reward systems, alongside professional development opportunities. This is especially required in fast-paced IT sectors, where employees' skills are constantly evolving.

Additionally, organizations should prioritize employee well-being through wellness initiatives, flexible work arrangements, and counseling services. Maintaining open, two-way communication channels ensures that employees feel heard in their respective organizations and that their opinions and contributions are valued. To enhance role clarity, organizations must provide detailed and regularly updated job descriptions, followed by performance feedback. This can be complemented by structured onboarding programs and mentorship opportunities for new hires, helping them to adapt to their roles efficiently and fast.

Furthermore, implementing role-specific training programs helps employee better understand their responsibilities and expectations, ultimately boosting their confidence and organizational commitment. When organizations focus on these supportive measures and clear role definitions, they create an environment that fosters employee retention and engagement, resulting in a more loyal and committed workforce. By focusing on these key aspects, companies aren't just improving their bottom line; they are creating a workplace where employee genuinely want to be, will grow, and contribute their best.

Limitations and Directions for Future Research

While this study offers valuable insights, future research should explore other predictors of organizational commitment. Factors like leadership support, job autonomy, and organizational justice are important in organizational behavior and human resource management. They directly affect employee commitment and retention. Longitudinal studies could reveal how perceived

organizational support (POS) and role clarity influence commitment over time. Additionally, conducting research across different sectors or regions could enhance the generalisability of the findings.

Conclusion

This study shows that perceived organizational support and role clarity are key predictors of organizational commitment among IT employees. However, POS has a stronger impact on commitment than role clarity. These findings highlight the need for organizations to create a supportive environment and ensure role clarity. By investing in employee support and setting clear expectations, organizations can achieve greater commitment, improved job performance, lower turnover, and a more engaged workforce.

Declarations

Ethics Committee Approval

Ethical approval was obtained from the Galgotias University Research Ethics Committee, Greater Noida, Uttar Pradesh, India, on 26 September 2024, with decision number 2024/30001. Informed consent was obtained from participants before they voluntarily participated in the study. Participant confidentiality was maintained, and transparency was practiced post-research.

Publication Permission

Not applicable.

Availability of Data and Materials

Not applicable.

Conflict of Interest

The authors declare no conflict of interest.

Financing

Not applicable.

Author Contributions

Choudhary V. contributed significantly to the writing of the methods and discussion sections, as well as the summary and abstract. Ansari A.S. assisted with overall writing and proofreading. Choudhary V. also analyzed and interpreted the research data. Vaishali C. played a key role in data collection. All authors have read and approved the final version of the article.

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