

Linking Perceived Organizational and Supervisor Support to Turnover Intention and Organizational Citizenship Behavior for Thai : The Mediating Role of Organizational Commitment*

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Abstract

This study deals how employees' perceptions of being supported by their organizations and supervisors may lead to organizational commitment and this commitment affects turnover intention and organizational citizenship behavior in the context of Thai industrial firms. The sample consists of Thai employees working in manufacturing firms which Koreans operate in Thailand. In line with social exchange theory, this study indicated that employees who felt that their organizations and supervisors valued their contribution and cared about their well-being would be more likely to have lower level of turnover intention and higher level of organizational citizenship behavior. Moreover, it was found affective and normative commitment partially mediated the effect of perceived organizational and supervisor support on organizational citizenship behavior. This study enhances our understanding about the roles of organizational commitment in the Thai workplace, and provides some practical implications how to manage Thai employees.

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I . Introduction

Current economic and social environment in Thailand is changing rapidly. Thailand became a member of the Asian Economic Community in 2015 with the liberalization of trade and labor. Despite optimism in the labor market, the supply of the labor will increase, and at the same time, labor can move to work in other wide open markets. Moreover, the government had established a policy to increase the remuneration for employees holding bachelor's degree for the year 2012 and increased the lowest wage per day for labor from the year 2013.

Thai business organizations have to face more competition due to free flow of capital and labor. As a result, they have to be prepared to manage human resources effectively and efficiently to gain their competitive advantage. The question is how to generate the organizational effectiveness.

There exist some early findings that both employees' perception of being supported by their organizations and supervisors were related to a number of important attitudinal variables such as turnover intention (Allen, Shore & Griffeth, 2003) and organizational citizenship behavior (Payne and Webber, 2006). In addition, employees' commitment to an organization is very important because it affects the success of the organization directly (Buchanan, 1974). Commitment to the organization is an indicator of loyalty, pride

and acceptance for the organization and it will make people stay and work in the organization. As a result, people are willing to work for the advancement and benefit of the organization and desire to be a member of that organization continuously. Employees with low sense of commitment to the organization might resign from the organization. If they remain in the organization, they may bring a negative effect on the organizational resources that are wasted in wages, salaries and fringe benefits.

Despite the abundance of research examining organizational commitment with its antecedents or consequences, there still remains considerable gap that forms the basis for this study. First, literature review showed that although organizational commitment was shown to be an important predictor of turnover intention and organizational citizenship behavior (Meyer & Allen, 1991), very few studies examined how organizational commitment mediated the relationship between supportive perceptions and work attitudes such as turnover intention and organizational citizenship behavior in the specific context of industrial sector in Thailand. Second, past research which demonstrated the relationship among perceived organizational support, perceived supervisor support, organizational commitment, and their consequences was conducted mostly in the US context. According to Johns (2006), the belief of context became increasing

importance to organizational researchers. Although the norm of reciprocity is a universally accepted principle (Gouldner, 1960), the way people applied the reciprocity principle might vary (Cropanzano & Mitchell, 2005).

Thailand may have different culture from other countries such as United States where most social exchange research was conducted (Farh, Hackett & Liang, 2007). This study deals with how employees' perceptions of being supported by their supervisors and organizations lead to organizational commitment, which, in turn, affects turnover intention and organizational citizenship behavior in the context of Thai industrial firms. Moreover the sample in this study consists of Thai employees working in manufacturing firms which Koreans operate in Thailand. This study will find the mediating role of organizational commitment in the relationship between perceived organizational and supervisor support and employees' attitudes. The resultant findings will demonstrate whether Thai employees will have the similar patterns of relationships among perceived organizational and supervisor support, organizational commitment, and their attitudinal outcomes.

II. Literature Review and Research Hypotheses

1. Theories related to the Concept of Perceived Organizational Support

Eisenberger et al.(1986) developed the concept of perceived organizational support in an attempt to represent the employment

relationship described by social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960). According to organizational support theory (Eisenberger et al., 1986), organizations' concerns were important reasons for employees working for and dedicating to organizations. Organizations' promises to employees went first, then employees' commitments to organizations. In order to meet social-emotional needs and to assess the benefits of increased work effort, employees form general perception concerning the extent to which the organization value their contributions and care about their well-being. Employees used attributional processes similar to those used in interpersonal relationships to infer their valuation by the organization. Moreover, similar to the needs-fulfilling role served by perceived support from friends and relatives in everyday life (Cobb, 1976; Cohen & Wills, 1985), organizational support theory supposed that perceived organizational support met needs for emotional support, affiliation, esteem, and approval.

According to Gouldner (1960), the obligation to reciprocate favorable treatment increased with the value of the benefit, including the relevance of the benefit to the recipient's specific needs. Therefore the obligation to repay perceived organizational support with enhanced performance should be greater among employees with high social-emotional needs. In agreement with this view, 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 and Shore, 1995). Additional evidence of the social-emotional function of perceived organizational support came from findings that perceived organizational support was negatively associated with strains experienced in the workplace (Cropanzano et al., 1997). Some researchers reported that employees developed perceived organizational support to meet emotional needs and to determine the organization's readiness to reward them, and then they increased efforts on behalf of the organizations (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

The essence of the organizational support theory would be that the relationship between performance-reward expectancies and perceived organizational support should be reciprocal (Eisenberger et al., 1986; Shore & Shore, 1995). Favorable opportunities for rewards would convey the organization's positive valuation of employees' contributions and thus contributed to perceived organizational support (Gaertner and Nollen, 1989). Perceived organizational support, in turn, would increase employees' expectancy that high performance would be rewarded. This social exchange approach maintained that on the basis of the norm of reciprocity, workers traded effort and dedication to their organization for such tangible incentives as pay and fringe benefits and such social-emotional benefits as esteem approval, and caring (Blau, 1964; Eisenberger et al., 1986). Perceived organizational support was assumed to be based on the favorableness of employees and history of treatment by the organization (Eisenberger et al., 1986). Organizational support theory maintained that, based on the

norm of reciprocity, employees strived to repay the organization for a high level of support by increasing their efforts to help the organization reach its goals.

2. Relationship among Organizational and Supervisor Support, Organizational Commitment, and Attitudinal Outcomes

Several researchers showed that perceived organizational support was positively related to organizational commitment (Eisenberger et al., 1990; O'Driscoll and Randall, 1999, Wayne et al., 1997). Similarly, other studies found significant positive relationships between perceived organizational support and the desire to remain with an organization (Guzzo, Noonan & Elronl, 1994; Nye and Witt, 1993). Other studies have found that perceived organizational support was positively related to decreased turnover intentions (Allen et al, 2003; Randall et al., 1999; Rhoades et al., 2001; Wayne et al., 1997). Some researcher found perceived organizational support was linked to higher job performance (Erdogan and Enders, 2007; Witt and Carlson, 2006), organizational citizenship behavior (Carter, 2010), commitment and reduced turnover (Loi et al., 2006). Similarly, Eisenberger et al. (1986) indicated that perceived organizational support would tend to strengthen emotional ties, increase affective commitment to the organization, and strengthen performance-reward expectancies.

In agreement with this view, Shore & Wayne (1993) reported that perceived organizational support created feelings of obligation to support the interests of the organization. Perceptions of support from the

organization also increased affective commitment from employees by fulfilling employees' social-emotional needs such as affiliation, esteem, and emotional support (Eisenberger et al., 1990; Rhoades & Eisenberger, 2002). Moreover, employees with high level of perceived organizational support would have confidence that the organization would reward outstanding performance. The behavioral outcomes of perceived organizational support included conscientiousness in the performance of job responsibilities and innovation on behalf of the organization (Eisenberger et al., 1990), extra-role behaviors and in-role performance (Eisenberger et al., 2001; Settoon et al., 1996), organizational citizenship behavior (Shore & Wanye, 1993), and job involvement (Rhoades & Eisenberger, 2002). Eisenberger et al. (1986) indicated a negative relationship between perceived organizational commitment and absenteeism and withdrawal behaviors, including employee lateness at the beginning of shifts and after breaks. Similarly, perceived organizational support was found to be negatively associated with turnover intention and employee turnover. Employees who experienced greater support from their organization repaid the organization for its support by remaining in the organization (Allen et al., 2003).

Some other studies expanded the concept of perceived organizational support to the perceived supervisor support (Eisenberger et al., 2002). Supervisor support was defined as the degree that employees formed impressions that their supervisors cared about their well-being, valued their contributions, and were generally supportive. Just as employees developed global beliefs concerning the extent to which the organization valued their contributions and cared about their well-being

through perceived organizational support, employee developed impression of the extent to which their supervisor valued their contributions and cared about their well-being through perceived supervisor support.

Rhoades & Eisenberger (2002) found that when supervisors were supportive of subordinates, this treatment led to favorable outcomes for the employee and the organization such as reduced work stress and enhanced performance. Stinglhamber & Vandenberghe (2003) found that perceived supervisor support would produce a felt obligation to help supervisors reach their goals. Such efforts would include enhanced performance of standard job activities, as well as helping behaviors that went beyond assigned responsibilities (Becker & Kernan, 2003; Bhanthumnavin, 2003; Malatesta, 1995). Accordingly, several research reported the positive relationships between supportive supervisor and employee in-role and extra-role performance (Bhanthumnavin, 2003; Malatesta, 1995; Olson & Borman, 1989). Moreover, Maertz et al. (2007) found that perceived supervisor support had independent effects on turnover cognition not mediated through perceived organizational support. Similarly, Becker (1992) found that supervisor-related perceptions and attitudes could influence outcomes separately from organization-related perceptions and attitudes. It is clear that supervisors also form individual relationships and related attachments with their employees that are distinct from employee attitudes toward the organization as a whole.

Hutchison (1997) reported that caring and supportive treatment by supervisors was positively associated with affective commitment. The level of strong and weak of supervisor

support was shown to affect employees in several ways. For example, Kalliah and Beck (2001) found that strong supervisor support helped reduce burnout and intention to quit. Munn et al. (1996) found that supervisor support was the best predictor of job satisfaction and intention to quit. Similarly, Hatton and Emerson (1998) indicated that low levels of supervisor support were associated with increased turnover. Kottke and Sharafinski (1998) concluded that supervisor support could significantly impact employees' feelings about their jobs and their commitment to their organizations. Consistent with this view, Griffeth and Hom (2001) reported perceived supervisor support had a positive impact on job satisfaction and supervisory actions could influence the levels of organizational commitment (Ogilvie, 1986). Similarly, Frone (2000) reported that interpersonal conflict with supervisors was predictive of job satisfaction and the organization commitment. Moreover, Gagnon and Michael (2004) showed that employees who perceived themselves to be in a supportive relationship with their supervisor tended to have higher performance, job satisfaction and organizational commitment. The research also showed the positive relationship between perceived supervisor support and the manifest variables of affective commitment, satisfaction, trust, performance, and engagement in organizational citizenship behaviors. Organ (1988) defined organizational citizenship behavior as an individual behavior that was discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. Later on, he defined organizational citizenship behavior as performance that supported the

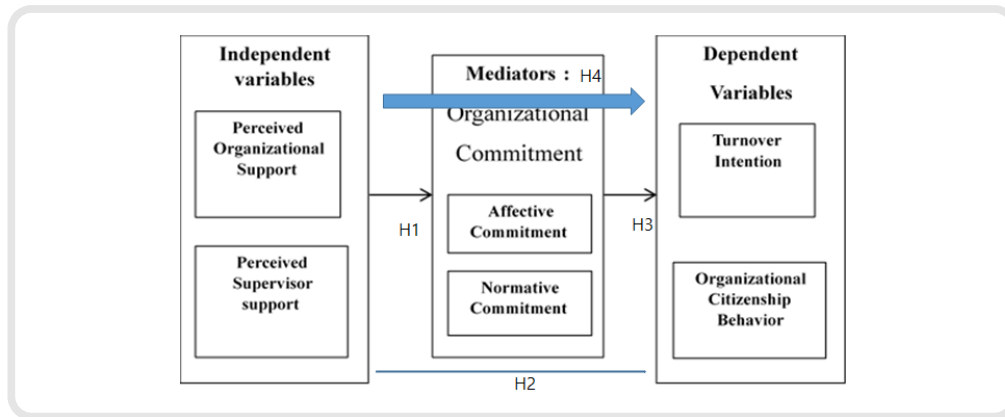
social and psychological environment in which task performance took place. Another important finding was that intention to quit was negatively related to perceived supervisor support.

3. Research Model

Based on the above perceived organizational support theory and empirical evidence on the relationships among perceived organizational support, perceived supervisory support, organizational commitment, and organizational outcomes such as turnover intention and organizational citizenship behavior, this study proposed the research model as described in <Fig. 1>. This model consists of two independent variables: perceived supervisor support and perceived organizational support. The mediators are affective commitment and normative commitment which mediate the relationship between independent variables and dependent variables. The outcomes consist of two dependent variables: turnover intention and organizational citizenship behavior.

Even though there were abundant research on the role of organizational commitment as dependent variables in relation to organizational and supervisor support, there were almost no research on the role of organizational commitment as mediating variable between organizational and supervisor support and organizational outcome variables. Thus, this study examines the mediating role of organizational commitment with the Thai sample which might be the basis of cross cultural study. Meyer and Allen (1984) initially proposed only two dimensions model of organizational commitment: affective commitment and continuance commitment. L

Fig. 1. Research Model



ater, Allen and Meyer (1990) suggested a third component of commitment, normative commitment. From that, three components in organizational commitment are: a) affective commitment as an affective attachment to the organization, b) continuance commitment as a perceived cost associated with leaving the organization, and c) normative commitment as an obligation to remain in the organization. This study adopts only two of Meyer & Allen's (1991) organizational commitment dimensions, specifically the affective and normative dimensions to be the mediators because the framework of this study is underlined by organizational support theory, social exchange theory, and the norm of reciprocity. The dimension of continuance commitment is not relevant to these theories, so it was deleted in the research model.

4. Hypotheses

4.1 Effect of Perceived Organizational and Supervisor Support on Organizational Commitment (H1)

According to social exchange (Blau, 1964)

and reciprocity (Gouldner, 1960), employees felt compelled to reciprocate when their organizations offered valuable resources. Support, as it constituted a social-emotional resource, led employees to experience affective commitment towards the organization. Furthermore, organizational support might contribute to affective commitment by fulfilling basic social-emotional needs, such as affiliation, approval and respect (Rhoades et al., 2001). Smaller, yet positive relationships have also been observed between perceived organizational support and normative commitment. Similarly to the process which underlines the relationship of perceived organizational support to affective commitment, the relationship of perceived organizational support to normative commitment was based on social exchange and reciprocity (Maertz et al., 2007).

Hypothesis 1-1: Perceived organizational support is positively related to affective commitment to the organization.

Hypothesis 1-2: Perceived organizational support is positively related to normative

commitment to the organization.

Perceived supervisor support was defined as the degree to which employees formed impressions that their supervisors cared about their well-being, valued their contributions, and gave general support. Organizational support theory suggested that the actions of its agents were indicators of the organization's intent (Levinson, 1965). Supervisors were typically the closest organizational link to the employees. Supervisors had the ability to communicate the organization's intentions directly to their subordinates. Although we generally believed that perceived organizational support was a powerful predictor of organizational commitment, Hutchison (1997) found that caring and supportive treatment by supervisors was positively associated with affective commitment.

Hypothesis 1-3: Perceived supervisor support is positively related to affective commitment to the organization.

Hypothesis 1-4: Perceived supervisor support is positively related to normative commitment to the organization.

4.2 Effect of Perceived Organizational and Supervisor Support on Turnover Intention and Organizational Citizenship Behavior (H2)

Voluntary employee turnover has been one of the most studied outcomes in organizational research area because it can be very costly both in replacement and work disruptions. Understanding and managing it better could provide considerable benefits (Griffeth & Hom, 2001). Past study found significant empirical relationships between perceived organizational support and

turnover determinants including ease of movement (Maertz et al., 2007). Later on, Rhoades and Eisenberger (2002) reported a correlation between perceived organizational support and turnover intention. Similarly, Loi et al., (2006) found perceived organizational support was linked with commitment and reduced turnover. Furthermore, intent to leave an organization gained much empirical and theoretical support as an important predictor of turnover (Tett and Meyer, 1993).

Hypothesis 2-1: Perceived organizational support is negatively related to turnover intention.

The five dimensions suggested by Organ (1988) are altruism, sportsmanship, courtesy, conscientiousness and civic virtue. This five-factor structures has served as the basis for a large number of empirical studies (Konovsky and Organ, 1996). There has been numerous studies performed on organizational citizenship behavior and antecedents of this behavior were explored since this behavior contributes to the effective functioning of an organization (Podsakoff et al., 1990). Eisenberger et al (1990) found positive relationships between perceived organizational support and organizational citizenship behavior. Similarly, Moorman & Harland (2002) showed a link between perceived organizational support and organizational citizenship behavior. Additional, organizational support theory suggested that employees repay the organization's favorable treatment with supportive behaviors such as helping other employees with their jobs.

Hypothesis 2-2: Perceived organizational support is positively related to organizational citizenship behavior.

Earlier research indicated that supervisor-

related perceptions and attitudes could influence outcomes separately from organization-related perceptions and attitudes (Becker, 1992). It was clear that supervisors also formed individual relationships and related attachments with their employees that were distinct from employee attitudes toward the organization as a whole (Maertz et al, 2007). Supervisor support was shown to affect in several ways. Kalliah and Beck (2001) found that strong supervisor support helped reduce burnout and intention to quit. Similarly, Hatton and Emerson (1998) found that low levels of supervisor support were associated with high turnover.

Hypothesis 2-3 : Perceived supervisor support is negatively related to turnover intention.

Some researches demonstrated that organizational citizenship behavior was supported by high-quality relationships, both among employees and their organizations, and between employees and their supervisors (Eisenberger et al., 1990; Konovsky & Pugh, 1994; Settoon et al., 1996; Wayne et al., 1997, 2002). This research is based on the theory of social exchange as represented by perceived organizational support and perceived supervisor support suggests that employees who are treated favorably by their organizations or supervisors tend to feel a sense of obligation to reciprocate by demonstrating behaviors that are supportive and helpful to their organizations or supervisors. Generally, supervisors have greater daily contact with most employees than do upper level managers.

Hypothesis 2-4 : Perceived supervisor support is positively related to organizational citizenship behavior.

4.3 Effect of Perceived Organizational Commitment on Turnover Intention and Organizational Citizenship Behavior (H3)

Organizational commitment became an important topic for organizational research because of its association with work-related behavior such as a desire to remain, attendance, employee rotation and job performance (Steers, 1977). Previous studies showed that organizational commitment and turnover intention were significantly correlated (Meyer & Allen, 1997; Becker, 1992). Drawing on the early works in the field, Allen and Meyer (1990) proposed a three-component model of organizational commitment: affective commitment, continuance commitment and normative commitment. All of them were varied as distinguishable components that meant employees could experience each of these psychological states to varying degrees. (Meyer and Allen, 1991). Allen and Meyer (1990) reported that intention to leave the organization was negatively related to all three components of organizational commitment. In line with Lina, et al. (2007) found all components of organizational commitment were negatively correlated to intention to leave the organization. Consistent with this view, Somers (1995) reported that normative commitment could predict turnover intention. Much of the empirical research focused on the affective perspective. The emphasis on affective commitment mostly showed the evidence that affective commitment had the strongest and most consistent relationship with desirable outcomes. However, much of the research was conducted in the individualistic North American context where attitude and cost-benefit calculations rather

than norms, are the primary determinants of the social behavior (Triandis, 1995). According to Gannon (1994), Thais maintain a group-focused individualism while more collective than Americans. Meyer and Allen (1997) proposed that normative commitment might be a better predictor of job outcomes in collectivist contexts that emphasized strong social ties and obligations.

Hypothesis 3-1: Affective commitment is negatively related to turnover intention.

Hypothesis 3-2: Normative commitment is negatively related to turnover intention.

The positive contribution of organizational citizenship behavior was widely accepted by literature (Podasakoff et al., 1990). It is critical for organizations to understand how and why employees engage in organizational citizenship behavior. Previous research conducted in the US context found the linkage between organizational commitment and organizational citizenship behavior (Le Pine et al., 2002). In non-US context, Kuehn and Al-Busaidi (2002) examined the predictors of organizational citizenship behavior in Sultanate of Oman, and found that normative commitment was a significant predictor of organizational citizenship behavior. Congruence with this view, Van Dyne and Ang (1998) found the positive relationship between affective commitment and organizational citizenship behavior in Singapore. In addition, Chen and Francesco (2003) examined the relationship between the three components of organizational commitment and in-role as well as an extra - role performance from the people in Republic of China. Results showed that affective commitment related positively to in - role performance but negatively correlated with

organizational citizenship behavior. Whereas, In India, Bakhshi, et al. (2011) found that among the three components of organizational commitment, the only normative commitment had a significant positive impact on aggregate measures of organizational citizenship behavior. In agreement with this view, Markovits (2011) found normative commitment had a strong influence to organizational citizenship behavior in Greece. It was expected that employees with a high organizational commitment were more focused their organizations than employees with low organizational commitment (Van Scotter, 2000). In this study we seek to test the proposition that:

Hypothesis 3-3: Affective commitment is positively related to organizational citizenship behavior.

Hypothesis 3-4: Normative commitment is positively related to organizational citizenship behavior.

4.4 Mediating Role of Organizational Commitment (H4)

This study examines the mediating role of organizational commitment in the relationship between support perception (perceived organizational support and perceived supervisor support) and work outcomes such as turnover intention and organizational citizenship behavior. Organizational commitment represents psychological attachment of employees in organizations. According to Meyer and Allen (1997), organizational commitment was identified as an important factor to understand the relationships between the employees and the employer. We propose that employees who believe they are

treated supportively by the organizations and supervisors will have commitments to their organizations and tend to reciprocate by demonstrating behaviors that are supportive and helpful to their organizations and supervisors.

Tumwesigye (2010) found each of the three components of organizational commitment mediated the relationship between perceived organizational support and turnover intention in Uganda, and Nicolas, Pascal et al.(2013) found affective commitment mediated the effect of perceived organizational support on organizational citizenship behavior in Canada.

Hypothesis 4-1: Affective commitment will mediate the relationship between perceived organizational support and turnover intention.

Hypothesis 4-2: Normative commitment will mediate the relationship between perceived organizational support and turnover intention.

Hypothesis 4-3: Affective commitment will mediate the relationship between perceived organizational support and organizational citizenship behavior.

Hypothesis 4-4: Normative commitment will mediate the relationship between perceived organizational support and organizational citizenship behavior.

Hypothesis 4-5: Affective commitment will mediate the relationship between perceived supervisor support and turnover intention.

Hypothesis 4-6: Normative commitment will mediate the relationship between perceived supervisor support and turnover intention.

Hypothesis 4-7: Affective commitment will mediate the relationship between perceived supervisor support and organizational citizenship behavior.

Hypothesis 4-8: Normative commitment will mediate the relationship between perceived supervisor support and organizational citizenship behavior.

III. Empirical Analysis

1. Validity and Reliability of Measures and Correlation Matrix

In order to test the proposed hypotheses, the following six measures were used in this study: 1) perceived organizational support (POS) 2) perceived supervisor support(PSS) 3) affective commitment(AC) 4) normative commitment(NC) 5) turnover intention(TI) 6) organizational citizenship behavior(OCB). The primary language in Thailand is Thai. Since all measures were originally developed in English version, the English measures were carefully translated into Thai. A two-way translation of all items in Thai language was made. The English versions of the questionnaires were first translated into Thai by the researcher. Then the translated questionnaire was translated back into English by other academic persons. Finally, in order to check the contextual equivalence between the two linguistic versions. The questionnaire was pilot-tested by 50 MBA students at the University of Phayao, Thailand.

For the main test, 400 questionnaires were sent to 10 manufacturing companies and 353 questionnaires were collected and used as valid questionnaires in the data analysis. The

Table 1. List of Variables and Reference for the Measures

	Variables	Initial items	Items used	Sources	
Independent Variables	Perceived organizational support	8	5	Eisenberger et al. (1986)	
	Perceived supervisor support	8	5	Eisenberger et al. (1986)	
Mediating Variable	Organizational Commitment	Affective commitment	8	5	Meyer and Allen (1991)
		Normative commitment	8	4	Meyer and Allen (1991)
Dependent Variables	Turnover Intention	3	2	Irving et al.(1997)	
	Organizational Citizenship Behavior	20	10	Podsakoff et al. (1990).	
Demographic Variables	Gender, Age, Position, Education, Tenure, Marriage Status	7	7		

questionnaire consisted of six measures for the research model. The initial questionnaire included 55 items in total as shown in <Table 1>. Based on factor analysis of independent and moderating variables, 19 items were used for data analysis and, on the other hand, 12 items were used for data analysis based on factor analysis of dependent variables,

<Table 1> shows the list of variables and reference for the measures used for this study.

<Table 2> shows 31 questionnaire items used for the data analysis of this study, resulting from the two factor analyses of (1)independent and moderating variables and (2)dependent variables with the initial questionnaire items. In order to identify significant items from the initial questionnaire items, factor loadings over 0.6. Eigen Values over 1.0, and cumulative explained variance over 60% were set as selection criteria.

As a result, principal component factor analysis for independent and moderating variables suggested four factors which could be identified as two independent variables

(POS and PSS) and two moderating variables (AC and NC), explaining 73.018% of the variance for the initial independent and moderating variable questionnaire items. On the other hand, principal component factor analysis for dependent variables suggested two factors which could be identified as two dependent variables (TI and OCB), explaining 63.077% of the variance for the dependent variable questionnaire items.

The result of the correlation matrix for 6 measures including means and standard deviation is presented in <Table 3>. This study calculated the Cronbach's Alpha to evaluate the internal consistency of the 6 measures in the research model. Alpha coefficients for 6 measures ranged from .927 to .753 as shown in <Table 3>, specifically .927 for Perceived Supervisor Support(PSS), .918 for Affective Commitment(AC), .907 for Organizational Citizenship Behavior(OCB), .902 for Normative Commitment(NC), .871 for Perceived Organizational Support(POS), and .753 for Turnover Intention(TI).

Table 2. Questionnaire Items Resulting from Factor Analysis

Questionnaire Items for Perceived Organizational Support (POS)	
1. My organization strongly considers my goals and values.	
2. Help is available from my organization when I have a problem	
3. My organization is willing to help me when I need a special favor.	
4. If given the opportunity, my organization would take advantage of me. (R)	
5. My organization shows very little concern for me.(R)	
Questionnaire Items for Perceived Supervisor Support (PSS)	
1. My supervisor strongly considers my goals and values.	
2. Help is available from my supervisor when I have a problem.	
3. My supervisor really cares about my well-being.	
4. My supervisor is willing to help me when I need a special favor.	
5. My supervisor shows very little concern for me. (R)	
Questionnaire Items for Affective Commitment (AC)	
1. I do not feel a strong sense of belonging to my organization (R).	
2. I feel emotionally attached to the strategic choices of my organization.	
3. I would be very happy to spend the rest of my career with this organization.	
4. I enjoy discussing my organization with people outside of it.	
5. I think I could become as easily attached to other organization as to this one.	
Questionnaire Items for Normative Commitment (NC)	
1. I do not believe that a person must always be loyal to his or her organization. (R)	
2. One of the major reasons that I continue to work here is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain.	
3. Things were better in the days when people stayed with one organization for most of their careers.	
4. I do not think that wanting to be a "company man" or "company woman" is sensible anymore (R)	
Questionnaire Items for Turnover Intention (TI)	
1. I intend to stay in this job for the foreseeable future.	
2. I will probably look for a new job within the next year.(R)	
Questionnaire Items for Organizational Citizenship Behavior (OCB)	
1. I help others who have heavy work load.	
2. I tend to make "mountains out of mole hills". (R)	
3. I consider the impact of my actions on coworkers.	
4. I am always ready to lend a helping hand to those around me.	
5. I attend functions that are not required, but help the company image.	
6. I take steps to try to prevent problems with other workers.	
7. My attendance at work is above the norm.	
8. I do not take extra breaks.	
9. I help orient new people even though it is not required.	
10. I am one of the most conscientious employees.	

Table 3. Descriptive Statistics and Correlation Matrix for 6 Measures

	MEAN	SD	1	2	3	4	5	6
1. POS	3.55	0.78	(.871)					
2. PSS	3.81	0.87	.866**	(.927)				
3. AC	3.88	0.73	.780**	.834**	(.918)			
4. NC	3.96	0.71	.778**	.848**	.907**	(.902)		
5. TI	2.37	0.64	.774**	.765**	-.827**	-.831**	(.753)	
6. OCB	3.88	0.54	.081	.185**	.420**	.391**	.203**	(.907)

Notes : ** p<.01. Cronbach reliabilities are in parentheses.

2. Hypotheses Testing

2.1 Relationships between Perceived Organizational Support and Consequences

For the impact of perceived organizational support on consequences, the result of multiple regression analysis shown in <Table 4> indicated that perceived organizational support is positively related to affective commitment $\beta=0.780$, normative commitment $\beta=0.778$ but negatively related to turnover intention $\beta=-0.774$ ($p<0.01$). Perceived organizational support was not related to organizational citizenship behavior $\beta=0.081$

($p=.127$). Therefore hypothesis 1-1, hypothesis 1-2, hypothesis 2-1 were supported, but hypothesis 2-2 was not supported.

2.2 Relationships between Perceived Supervisor Support and Consequences

According to <Table 5>, perceived supervisor support was positively related to affective commitment $\beta=0.834$, normative commitment $\beta=0.848$ and organizational citizenship behavior $\beta=0.185$ but negatively related to turnover intention $\beta=-0.765$ ($p<0.01$). Therefore, hypothesis 1-3, hypothesis 1-4, hypothesis 2-3, and hypothesis 2-4 were supported.

Table 4. Effects of Perceived Organizational Support(POS) on Affective Commitment, Normative Commitment, Turnover Intention and Organizational Citizenship Behavior

Dependent Variable	Independent Variable	R square	F	Beta	t values	Significance
Affective Commitment	(Constant)	0.609	546.513		11.342	0.000
	POS			0.780**	23.378	0.000
Normative Commitment	(Constant)	0.606	539.265		12.826	0.000
	POS			0.778**	23.222	0.000
Turnover Intention	(Constant)	0.599	524.791		45.750	0.000
	POS			-0.774**	-22.908	0.000
Organizational Citizenship Behavior	(Constant)	0.007	2.346		27.650	0.000
	POS			0.081	1.532	0.127

Notes: All beta values are standardized. N = 353, ** $P<0.01$, * $P<0.05$

Table 5. Effect of Perceived Supervisor Support(PSS) on Affective Commitment, Normative Commitment, Turnover Intention and Organizational Citizenship Behavior

Dependent Variable	Independent Variable	R square	F	Beta	t values	Significance
Affective Commitment	(Constant)	0.696	803.551		12.504	0.000
	PSS			0.834**	28.347	0.000
Normative Commitment	(Constant)	0.720	901.491		14.343	0.000
	PSS			0.848**	30.025	0.000
Turnover Intention	(Constant)	0.585	494.212		45.456	0.000
	PSS			-0.765**	-22.231	0.000
Organizational Citizenship Behavior	(Constant)	0.034	12.413		27.177	0.000
	PSS			0.185**	3.523	0.000

Notes: All beta values are standardized. N=353, ** $P<0.01$, * $P<0.05$

2.3 Relationship between Organizational Commitment and Turnover Intention

The data in <Table 6> indicated that affective commitment was negatively related to turnover intention $\beta = -.827$. Normative commitment was negatively related to turnover intention $\beta = -.831$ ($p < 0.01$). Therefore, hypothesis 3-1 and hypothesis 3-2 were supported.

2.4 Relationship between Organizational Commitment and Organizational Citizenship Behavior

For the impact of affective commitment on organizational citizenship behavior <Table 7>, the data indicated that affective commitment was positively related to organizational citizenship behavior $\beta = .420$ ($p < 0.01$). Therefore, hypothesis 3-3 was

supported. Similarly, the impact of normative commitment on organizational citizenship behavior, the data presented $\beta = .391$ ($p < 0.01$), so that normative commitment had positive significance on organizational citizenship behavior. Therefore, hypothesis 3-4 was supported

2.5 Mediating Role of Organizational Commitment in the Relationship between Independent Variable and Dependent variable.

Baron & Kenny (1986) set three conditions in establishing mediation effect. First, the independent variable must be shown to affect significantly the dependent variable (*path c*). Second, the independent variable must be shown to affect significantly the mediator (*path a*). Third, the mediator must be shown to affect the dependent variable controlling for

Table 6. Effects of organizational commitment on Turnover Intention

Dependent Variable	Independent Variable	R square	F	Beta	t values	Significance
Turnover Intention	(Constant)				49.796	0.000
	Affective Commitment	.684	760.766	-.827**	-27.582	0.000
Turnover Intention	(Constant)				49.474	0.000
	Normative Commitment	.690	780.755	-.831**	-27.942	0.000

Notes: All beta values are standardized. N = 353, ** $P < 0.01$, * $P < 0.05$

Table 7. Effects of Organizational Commitment on Organizational Citizenship Behavior

Dependent Variable	Independent Variable	R square	F	Beta	t values	Significance
Organizational Citizenship Behavior	(Constant)				19.055	0.000
	Affective Commitment	.176	75.222	.420**	8.673	0.000
Organizational Citizenship Behavior	(Constant)				18.274	0.000
	Normative Commitment	.153	63.180	.391**	7.949	0.000

Notes: All beta values are standardized. N = 353, ** $P < 0.01$, * $P < 0.05$

the independent variable (*path b*). In addition the effect of the independent variable on dependent variable controlling for the mediator must be significant (*path c'*). When the effects of the independent variable on the dependent variable decreases to zero with the inclusion of the mediator, perfect mediation is said to be occurred. When the effects of the independent variable on the dependent variable decreases by a nontrivial amount with the inclusion of the mediator, but not to zero, partial mediation is said to be occurred. In this study, mediation has been proved by such Baron & Kenny(1986) criteria. Then the product of *path a* coefficient and *path b* coefficient quantifies the indirect effect of the independent variable on the dependent variable through the mediator. Simple algebra shows that the total effect, the amount of effect of the independent variable on dependent variable (*path c*), consists of the indirect effect (*path a* coefficient x *path b* coefficient) and the direct effect (*path c'* coefficient) (Preacher & Hayes, 2004, 2008; Hayes, 2009).

2.5.1 Hypothesis 4-1: Testing the Mediating Effect of Affective Commitment on the Relationship between Perceived Organizational Support and Turnover Intention.

In the first condition, perceived organizational support affected turnover intention significantly (path $c = -.638$, $p < .001$). In the second condition, perceived organizational support affected affective commitment significantly (path $a = .729$, $p < .001$). In the third condition, affective commitment affected turnover intention controlling for perceived organizational

support significantly (path $b = -.503$, $p < .001$). In addition, the effect of perceived organizational support on turnover intention controlling for affective commitment was significant (path $c' = -.271$, $p < .001$). Therefore, affective commitment is proved to be partially mediating the relationship between perceived organizational support and turnover intention.

2.5.2 Hypothesis 4-2: Testing the Mediating Effect of Normative Commitment on the Relationship between Perceived Organizational Support and Turnover Intention.

In the first condition, perceived organizational support affected turnover intention significantly (path $c = -.638$, $p < .001$). In the second condition, perceived organizational support affected normative commitment significantly (path $a = .711$, $p < .001$). In the third condition, normative commitment affected turnover intention significantly controlling for perceived organizational support (path $b = -.522$, $p < .001$). In addition, the effect of perceived organizational support on turnover intention controlling for normative commitment was significant (path $c' = -.267$, $p < .001$). Therefore, normative commitment is proved to be partially mediating the relationship between perceived organizational support and turnover intention.

2.5.3 Hypothesis 4-3: Testing the Mediating Effect of Affective Commitment on the Relationship between Perceived Organizational Support and Organizational Citizenship Behavior.

In the first condition, the effect of perceived organizational support on organizational

citizenship behavior was not significant (path $c = .056$, $p = .12$). In the second condition, perceived organizational support affected affective commitment significantly (path $a = .729$, $p < .001$). In the third condition, affective commitment affected organizational citizenship behavior significantly controlling for perceived organizational support (path $b = .670$, $p < .001$). In addition, the effect of perceived organizational support on organizational citizenship behavior controlling for affective commitment was significant (path $c' = -.433$, $p < .001$). Therefore, affective commitment is proved to be partially mediating the relationship between perceived organizational support and organizational citizenship behavior.

2.5.4 Hypothesis 4-4: Testing the Mediating Effect of Normative Commitment on the Relationship between Perceived Organizational Support and Organizational Citizenship Behavior.

In the first condition, the effect of perceived organizational support on organizational citizenship behavior was not significant (path $c = .056$, $p = .12$). In the second condition, perceived organizational support affected normative commitment significantly (path $a = .711$, $p < .001$). In the third condition, normative commitment affected organizational citizenship behavior significantly controlling for perceived organizational support (path $b = .624$, $p < .001$). In addition, the effect of perceived organizational support on organizational citizenship behavior controlling for normative commitment was significant (path $c' = -.388$, $p < .001$). Therefore, normative commitment is proved to be partially mediating the relationship between perceived

organizational support and organizational citizenship behavior.

2.5.5 Hypothesis 4-5: Testing the Mediating Effect of Affective Commitment on the Relationship between Perceived Supervisor Support and Turnover Intention.

In the first condition, perceived supervisor support affected turnover intention significantly (path $c = -.567$, $p < .001$). In the second condition, perceived supervisor support affected affective commitment significantly (path $a = .701$, $p < .001$). In the third condition, affective commitment affected turnover intention controlling for perceived supervisor support significantly (path $b = -.549$, $p < .001$). In addition, the effect of perceived supervisor support on turnover intention controlling for affective commitment was significant (path $c' = -.181$, $p < .001$). Therefore, affective commitment is proved to be partially mediating the relationship between perceived supervisor support and turnover intention.

2.5.6 Hypothesis 4-6: Testing the Mediating Effect of Normative Commitment on the Relationship between Perceived Supervisor Support and Turnover Intention.

In the first condition, perceived supervisor support affected turnover intention significantly (path $c = -.567$, $p < .001$). In the second condition, perceived supervisor support affected normative commitment significantly (path $a = .697$, $p < .001$). In the third condition, normative commitment affected turnover intention controlling for perceived supervisor support significantly (path $b = -.585$, $p < .001$).

In addition, the effect of perceived supervisor support on turnover intention controlling for normative commitment was significant (path $c' = -.158$, $p < .001$). Therefore, normative commitment is proved to be partially mediating the relationship between perceived supervisor support and turnover intention.

2.5.7 Hypothesis 4-7: Testing the Mediating Effect of Affective Commitment on the Relationship between Perceived Supervisor Support and Organizational Citizenship Behavior.

In the first condition, the effect of perceived supervisor support on organizational citizenship behavior was significant (path $c = .114$, $p < .001$). In the second condition, perceived supervisor support affected affective commitment significantly (path $a = .701$, $p < .001$). In the third condition, affective commitment affected organizational citizenship behavior significantly controlling for perceived supervisor support (path $b = .701$, $p < .001$). In addition, the effect of perceived supervisor support on organizational citizenship behavior controlling for affective commitment was significant (path $c' = -.337$, $p < .001$). Therefore, affective commitment is proved to be partially mediating the relationship between perceived supervisor support and organizational citizenship behavior.

2.5.8 Hypothesis 4-8: Testing the Mediating Effect of Normative Commitment on the Relationship between Perceived Supervisor Support and Organizational Citizenship Behavior.

In the first condition, the effect of perceived

supervisor support on organizational citizenship behavior was significant (path $c = .114$, $p < .001$). In the second condition, perceived supervisor support affected normative commitment significantly (path $a = .697$, $p < .001$). In the third condition, normative commitment affected organizational citizenship behavior significantly controlling for perceived supervisor support (path $b = .701$, $p < .001$). In addition, the effect of perceived supervisor support on organizational citizenship behavior controlling for normative commitment was significant (path $c' = -.337$, $p < .001$). Therefore, normative commitment is proved to be partially mediating the relationship between perceived supervisor support and organizational citizenship behavior.

IV. Conclusion

Theoretical Implications

First, we found that those employees who have perceived organizational support tend to have both affective commitment and normative commitment to the organization. Additionally, we also found perceived organizational support had negative significant effect on turnover intention. Grounded in social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), we could explain that when employees experienced support from their organizations, they would repay organizations for their support by increasing commitment and decreasing turnover intention. However, perceived organizational support showed no significant relationship with organizational

citizenship behavior. This is contrary to Carter (2010) and similar to Lambert (2000) that found perceived organizational support did not necessarily produce the obligation to reciprocate. It might be that the more supported from the organization, the more the employees took the organization for granted, and then the less they felt engaging in organizational citizenship behavior in Thai cultural context, especially in case of working for foreign companies (i.e. Korean).

In addition, this study confirmed that a statistically significant positive relationship existed between perceived supervisor support and affective commitment, normative commitment, and organizational citizenship behavior, and negative relationship between perceived supervisor support and turnover intention. The result was also in line with Bhanthumnavin (2003) who reported positive relationships between perceived supervisor support and extra-role performance. These findings agreed with a social exchange perspective on employment relationships (Blau, 1964), which found that caring and supportive treatment by the supervisor was positively associated with affective commitment (Hutchison, 1997). Similarly, Gagnon and Michael (2004) reported that employees who perceived themselves to be in a supportive relationship with their supervisors tended to have higher organizational commitment and have a negative relation with intention to quit. In agreement with this view, Kalliah and Beck (2001) found strong supervisor support reduced burnout and intention to quit.

Second, our findings showed that affective commitment and normative commitment were negatively related to turnover intention. Consistent with this view, Meyer & Allen (1991) and Feather & Rauter (2004) found

that affective commitment was the best predictor of employee attitudes, turnover intention, and behaviors. Moreover, Wasti (2003) found that both affective commitment and normative commitment were related to turnover intention in Turkey. The results from our study confirmed Meyer and Allen (1991) assertion that employees with a strong affective commitment remained with the organization because they wanted to do so they desired to remain in the organization. In the case of normative commitment, according to the norm of reciprocity (Gouldner, 1960) which underlies social exchange relationships, perceptions of support from organizations created an obligation to repay the organizations for their commitment and caring. One way to do this was by continued participation in the organizations (Allen et al., 2003).

Turning our attention to another consequence of organizational commitment, as predicted, our result showed that affective commitment and normative commitment were positively related to organizational citizenship behavior. This was consistent with Podsakoff et al. (2000) in U.S., Van Dyne and Ang (1998) in Singapore, Kuehn and Al-Busaidi (2002) in Sultanate of Oman, and Bakhshi et al. (2011) in India. All of the research results were based on the norm of reciprocity (Gouldner, 1960) and social exchange theory (Blau, 1964) which proposed that employees were willing to exchange their effort and time for various rewards offered them by the organization.

Third, according to Meyer and Allen (1997), organizational commitment was the main construct in order to understand the relationship between the employee and the employer. As expected, this study found the

partial mediating roles of affective commitment and normative commitment in the relationship between perceived organizational support and turnover intention in congruence with Tumwesigye (2010) in Uganda, Joarder et al. (2011) in Bangladesh, Al-Sharafi and Rajiani (2013) in Malasia, Liden et al., (2003), Cardona et al. (2004) in Spain. Similarly, Nicolas et al. (2012) reported affective commitment to the organization completely mediated to the effect of perceived organizational support on organizational citizenship behavior in Canada.

For the mediating role of organizational commitment in the relationship between perceived supervisor support and outcomes, the statistical results of this study indicated that affective commitment and normative commitment partially mediated the relationship between perceived supervisor support and turnover intention. This indicated that affective commitment and normative commitment played a significant role in predicting the relationship between perceived supervisor support and turnover intention. The result was consistent with the previous results of Joarder, Sharif and Ahmmmed (2011) that found supervisory support and turnover intention was partially mediated by affective commitment in Bangladesh. In line with social exchange (Blue, 1964) and the norm of reciprocity (Gouldner (1960), positive perceptions of organization's human resource management practices were bound to create an obligation for employees to reciprocate by displaying higher level of affective commitment and normative commitment, which in turn resulted in lower turnover intention.

Moreover, the findings of this study revealed that perceived supervisor support had a positive influence on organizational

citizenship behavior. The result showed that perceived supervisor support could play a role in increasing affective commitment and normative commitment and, as a result, organizational citizenship behavior. According to the result, affective commitment and normative commitment partially mediated the relationship between perceived supervisor support and organizational citizenship behavior. This result was consistent with Al-Sharafi and Rajiani (2013) that found a partial mediation relationship of organizational commitment between leadership practices and organizational citizenship behavior in Malasia. They reported that leaders would enhance organizational citizenship behavior when the support to their employees showed the right path and helping them overcoming the problem and obstacles. Consistent with this view, Meierhans, et al. (2008) reported that employees' commitment mediated the relationship between supportive leadership and organizational citizenship behavior. These findings agreed with a social exchange perspective on employment relationships (Blue, 1964) that the quality of supervisor-subordinate social exchanges positively associated with organizational citizenship behavior.

Practical Implications

This study enhances our understanding about the roles of organizational commitment in the Thai workplace, and provides some practical implications how to manage Thai employees. This study showed that affective and normative commitment were the partial mediators between perceived organizational and supervisor support and attitudinal outcomes such as turnover intention and organizational citizenship behavior. It means

that perceived organizational and supervisor support has not only a positive indirect effect on turnover intention and organizational citizenship behavior through affective and normative commitment but also has a direct effect on those outcome variables. This shows that when employees perceive that their organizations and supervisors care about their well-being and value their contribution, this stimulates affective and normative commitment resulting in lowering turnover intention and increasing organizational citizenship behavior. This study provides clear indication that organizations and supervisors have the means to foster employee well-being. There are many ways for organizations to foster perceptions of support among employees such as providing wellness facilities, showing recognition for employees' accomplishment, adapting work schedules to meet individual needs, and providing opportunities for professional development. For supervisors to foster the perception of support among employees, motivating employees is very important such as to help employees grow, feel part of a winning team, and see the value of their work. Additionally, we point out that both affective and normative commitment have relatively unique strengths associated with turnover intention and organizational citizenship behavior in the Thai context just as in other cultural context.

Limitations and Future Research

Some limitations and direction for future research are in the following areas. First, this study has focused on employees who work in Korean manufacturing companies in Thai. Therefore, it is difficult to generalize the results of the study. Future research should

test the robustness of the finding in other contexts such as retailers and hotels in other multi-cultural organizations. Second, employees might not be the only reliable source to observe citizenship behavior. Additionally, the use of self-report might concern for common method variance problems and social desirability effect. Future research may employ multi-source rating approaches, such as a self-rating in conjunction with peer rating and supervisor rating, to minimize common method variance. Third, because of the cross-sectional nature of the data in this study, future research should include longitudinal studies to achieve a better understanding of the cause-effect relation. Finally, the result of this study does not indicate the causal relationship among variables since the research method is a cross-sectional analysis. Future research should be an experimental analysis to identify the causal relationship. Fourth, this research might be extended to use the multi-level (individual vs. unit) investigation as done in Akremia et al. (2014). Fifth, future research may test the moderating role of national culture in the relationship between the employer and employees as done in Chiaburu et al. (2015).

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