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THE IMPACT OF SUPERVISOR SUPPORT ON ORGANIZATION COMMITMENT OF EMPLOYEES

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ABSTRACT
The mediating effect of support and trust in the relationship between leadership and commitment is very essential. Numerous studies show that these different forms of leadership have an important impact on various attitudes and behaviors of employees, but few researchers are interested in the processes by which leaders produce such effects. In this regard, this study highlight that trust and support are crucial mechanisms to explain the effect of leadership on the employees' organizational commitment. The current research aims to identify the impact of supervisor support on organization commitment of employees. The research sample consisted of 100 participants and the prepared questionnaire is distributed via the web. The data of the study is calculated by SSPS. According to the findings, one of the essential factors for effective the impact of supervisor support on organization commitment of employee's process is appropriate organizational structure which should be in harmony with what the organization needs to accomplish in the long run. Organizational structure should align with the goals of the organization and this will make the supervisor support effective in achieving organizational objectives.

INTRODUCTION

The supervisor's support for employees is a key factor in ensuring employee retention. It can be said that the supervisor is the "face" of the organization. Good supervisors enable employees to achieve personal and organizational goals. The supervisor is the front of the organization. Further employees leave the supervisor instead of their organization or job. There is a view that if the relationship between the employee and the employer is better, the employee will perform well [1]. Supervisors should provide support to their employees, because the main thing is "people don't leave the organization, people don't

leave the manager" [2]. Most employees like to work in an interesting operating environment. Eisenberger and colleagues [3] believe that workers' perceptions of employers and companies are strongly affected by their affiliation with their superiors. In an organization, if supervisors try to provide support to individuals, their expectations of leaving the organization will not be high and their level of commitment will increase [4].

Studies have shown that boss support is positively correlated with employees' OC [5]. The intention of staying in the organization may differ between employees who are effectively supervised and other employees. Monitoring support can also have an impact on ongoing commitments. As Meyer and Allen [6] have said, losing personal relationships due to resignation is also regarded as a personal price.

Career-related counseling support is considered more important than objective organizational results (such as promotion and salary), rather than the support of psychological counselors [7]. It can be said that career-related supervisory support is more conducive to organizational commitment than the psychosocial support mentioned by Scandura [8]. Career-related supervisory support can promote career development and improve the level of personal emotional commitment.

Organizations should prepare their supervisors to establish a workplace where employees want to live for a long time, provided that performance and prospects at all levels can improve their work capabilities [1]. Meyer and Allen [6] believe that organizational commitment indicates whether individual behavior should stay in the organization or not. Therefore, the organization can help determine the relationship between supervisor support and staff turnover. It was found that emotion and continued commitment are related to the willingness to leave [9]. Organizations can make arrangements to ensure that individuals have value to the organization. The supervisor is the only channel through which this information is conveyed to employees through training and guidance.

Organizational Commitment is a key variable that has received special attention from researchers [10]. Indeed, OEE is related to organizational outcomes as it leads to positive effects on job performance, turnover, and employee satisfaction [9, 11]. It is defined as the degree of affinity that an individual expresses through their desire to stay in an organization [12]. It is also "strength of identification and participation of the individual in a particular organization" [13]. Organizational Commitment, ultimately, reflects the full extent of an individual's identification with an organization and his degree of attachment to organizational goals. Based on the behavioral and attitudinal approach, OW can be seen as an attitude and behavior [10, 14]

The behavioral approach of organizational commitment, defines the latter as a process through which Organizational commitment attach them to an organization. It is a psychological state that depends on the existing conditions automatically impacting the behavior of the individual. The attitudinal approach focuses on the process by which the individual attaches to the

organization to which he belongs by assessing, thus, the degree of congruence between his objectives, his values and those of the organization [14].

Meyer and Allen [14] criticize the functionalist approach that sees EO as a mere mental instrument or psychological state limited to the congruence of values and goals. They approach it as a broader concept reflecting a desire, a need and/or an obligation to maintain membership in an organization. Thus, the two behavioral and attitudinal processes complement each other. Individuals focus on the organization and provide more effort in return for certain benefits, including recognition and compensation.

The support function Hulpia et al. [15] consider the Support Function (SUPP) as a primary function of distributed leadership. It is one of the key determinants of EO, as leaders think, primarily, of the good of the organization, the well-being of employees, and motivate members of the organization to think about the value of everything the world which favors a favorable atmosphere at work.

Organizational support theory incorporates the belief that the organization is interested in its wellbeing, and EO appears to be a primary goal, as a result, the higher the perception of organizational support (POS), the greater the importance of EO [16]. In this sense, Chan and Mak [17] showed that the more the leader provides support psychological, by paying attention to the emotions of the subordinates and by developing the attributes of each, the subordinates are more inclined to self-sacrifice and share the values of their leaders. This leads to the pride of being a follower of a leader, which then generates commitment within the organization and working groups.

Supervision is born with the interaction between a supervisor and a supervised person. It is the discussion of events and all that concerns the work [18]. According to Ollila [18], the goal of supervision is to develop work, knowledge and human skills. It is continuous, regular, voluntary and based on an agreement between the supervisor and the supervisee. It refers to a process aimed at monitoring the progress of objectives, but also the development of human skills by promoting learning and the development of positive experiences within the organization. Supervision combines competency-based management through experiences and reflective behavioral observation. Supervisory acts are the facts related to professional skills, but also related to the personal lives of employees, the environment and the atmosphere of working.

METHODOLOGY
This study addresses the curriculum followed and the sources of information gathering and used a tool (questionnaire) and its provisions. It also deals with clarifying society study sample. The methodology section touched to measure the sincerity of the questionnaire and the methods used in the analysis.

Study Approach

The study relies on descriptive and analytical approach to understand the impact of supervisor support on organization commitment of employees. In the available literature on administrative management, there are supplementary research related to the basis theory and the main research field will be the use of questionnaires. The prepared questionnaire is electronically distributed to a sample of people.

The Study Tool

To measure and determine the impact of supervisor support on organization commitment of employee's functionality, questionnaire was used as a key tool in the required data collection, and distributed to a sample of the staff. The questionnaire consists of questions about demographic information for members of the sample as well as questions from measures used in previous studies on the impact of supervisor support on organization commitment of employees.

Reliability and Validity of the Tool

It is a tool used to collect information to help one of the important criteria in identifying the extent to which the study tool used to measure what is designed to measure the sincerity. Stability resolution one of the important indicators of suitability in the collection of the required information is also considered a measure illustrates the degree of harmony and suitability for repeated use at different times and different members of the sample. It has been ratified internal consistency of the questionnaire and stability by using the correlation coefficient test (Pearson) and transactional consistency (Cronbach's alpha).

Statistical Methods

This study used SPSS for the data analysis. The research statistical methods use the following approaches: frequency, percentage, relative weight, and relative importance.

Data Analysis

This data analysis begins with the characteristics of the study sample according to demographic variables and then deals with the analysis of the relative importance of each study phrases as they are in this part of the review of the most important findings of a study regarding The impact of supervisor support on organization commitment of employees, in addition to a set of recommendations which can be utilized in the development of management and to improve job performance.

Result And Discussion

There are 100 participants completed the online questionnaire and analyzed the data obtained by demographic analysis and data analysis category.

Demographics Analysis

First, the characteristics of the study sample according to demographic variables. Table 1 tabulates the characteristics of the study sample in terms of distribution, according to the variable of gender, age, educational qualification, experience and employment.

Table 1 indicates majority of participants about 81% is female and 19% is male. It is clear from the Table 1 that the predominant age group is the category of between 20 and less than 30 by 73% and then the category of 30-40% by 27% while there is no sample age between 41 and less than 60. It is clear from the Table 1 that the majority of the sample has a bachelor's degree of 82% and then a master's degree of 18%, while the educational level below the bachelor and doctorate did not represent one of the samples.

Table 1. Demographics profile analysis

Demographics	Criteria	Percentage (%)
Gender	Male	19
	Female	81
Age (Years old)	20-30	73
	31-40	27
	41-50	0
	51-60	0
	above 60	0
Highest education level	Bachelor's degree	82
	Masters	18
	Others	0
Service experience (Years)	Under 5 years	64
	5-10 years	23
	11 -15 years	13
	More than 15 years	0
Working fields	Administrative	87
	Academic	13

Table 1 signifies that the experience of the sample is less than 5 years by 64% and 23% for those whose experience ranges between 5 and less than 10 years. While, the experience ranging from 10 and less than 15 years is the least about 13% and experience ranging more than 20 years did not get the votes of the sample. Besides that, the field of work of the administrative sample is the most representative area by 87% followed by the academic field which is the least represented by 13%.

Data Analysis

The data analysis tested the relative importance and significance, according to the study statements by knowing the relative weight and arranges phrases in terms of importance, using analysis of Liker scale and graded from Strongly

Disagree to Strongly Disagree. The following illustrates the implications of the relative importance of the study.

Figure 1 demonstrates that majority of 46% sample are strongly agree and agree that they can be relied to keep their promises. There is 32% of the sample is neutral and 22% of the sample is disagree that they can be relied to keep their promises.

Figure 1 also demonstrates that majority of 57% sample are strongly agree and agree that they are sincere in attempting to understand employees' views. Only 14% of the sample is neutral to understand employees' views. There is 27% of the sample is disagree towards sincere in attempting to understand employees' views.
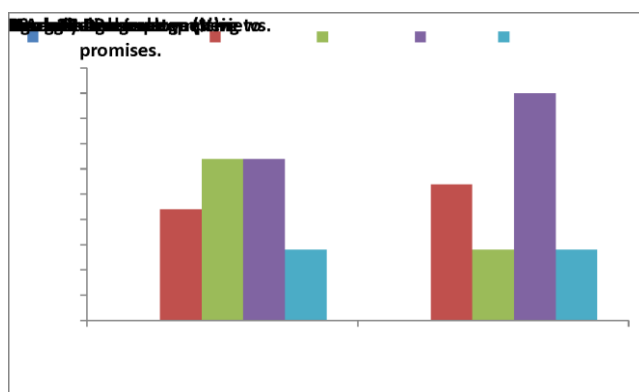

Figure 1 Participants' answers to Question 1 and Question 2

In Figure 2, vast majority of respondents about 55% answered strongly agree followed by 32% agree the phrase "Willing to listen to my personal problems". While, minority sample 13% did not receive each of disapproval and lack of any strong voices from the sample before approval.

Figure 2 also illustrates vast majority of respondents answered to agree on the words "Deal with employees honestly" by 46%, followed by neutrals by 27%, then who answered the disagree by 18%, while those who answered strongly agree marks 9%.
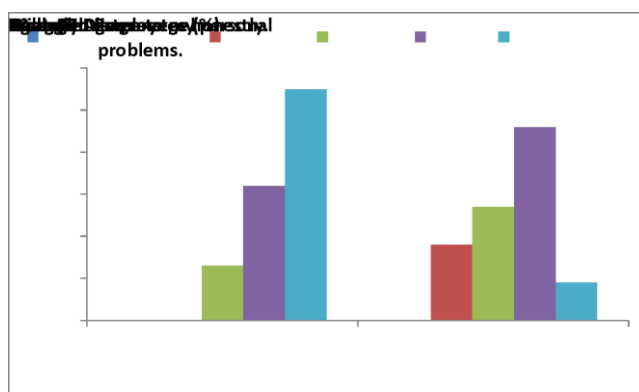

Figure 2. Participants' answers to Question 3 and Question 4

According to Figure 3, the vast majority of respondents answered to agree on the words "Understand about employees' having to meet responsibilities outside work" by 64%, followed by conformists strongly by 27%, while minority by 9.1% not given the severe lack of approval and disapproval votes of the sample.

In Figure 3, the vast majority of respondents answered to agree on the words "Encourage me to acquire additional training to develop my skills" by 68%, followed by neutrals by 18%, then a minority 14% strongly agree. While, there is no respondents answered to disagree and strongly disagree on "Encourage me to acquire additional training to develop my skills".
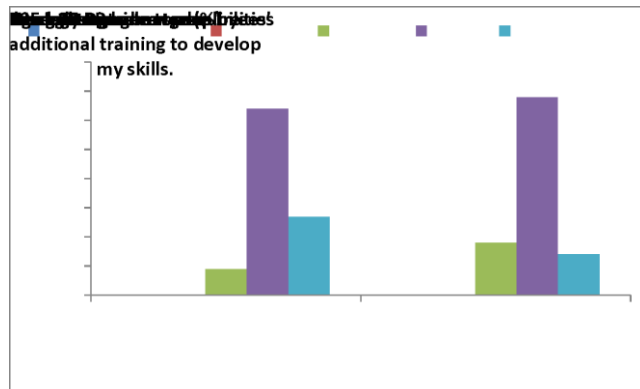

Figure 3. Participants' answers to Question 5 and Question 6

Figure 4 shows that majority of respondents answered to agree on the words "Care about whether or not I achieve my career goals" 68%, followed by conformists strongly by 23%, while minority of 5% and 4% are neutral and disagree they care about their career goals achievement respectively.

In Figure 4, majority of respondents answered to agree on the words "Keep me informed about different career opportunities in the organization" by 69%, followed by conformists strongly by 18% while the neutrals are a minority sample 13%. There is no sample vote for disagree and strongly disagree.
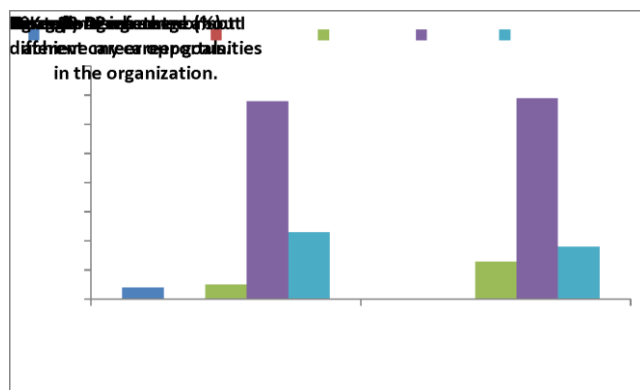

Figure 4 Participants' answers to Question 7 and Question 8

Based on Figure 5, majority of the respondents about 51% claims they are strongly agree and agree on the statement that "Gives me advice about improving my performance". There are 28%, 16% and 5% of the respondents are neutral, disagree and strongly disagree with the statement respectively.

In Figure 5, the vast majority of respondents answered to agree on the words "Treat employees fairly" by 68%, followed by conformists strongly by 23%, while there is 5% neutral and 4% strongly disagree.
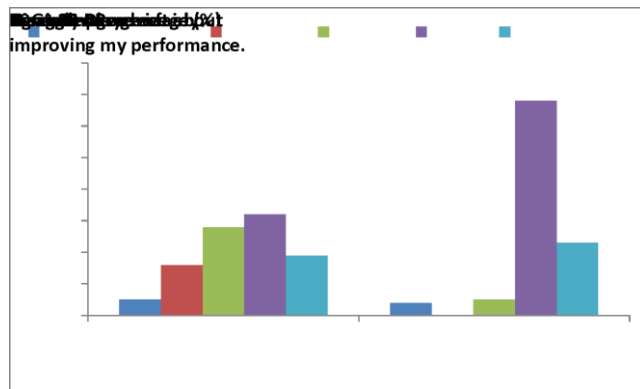

Figure 5. Participants' answers to Question 9 and Question 10

As illustrated in Figure 6, majority of respondents about 46% marks for agree and strongly agree that "I share many of the values of my organization". There are 32% and 22% of the respondents neutral and disagree that they share many of the values of their organization. Next, "I feel loyal to my organization" is agree and strongly agree by 42% and 32% of respondent respectively. There is 24% of the respondent disagree that they feel loyal to their organization. Only minority of 2% is neutral that they feel loyal to their organization. Besides that, "I am proud to tell people who I work for" marks the highest percentage by 55% strongly agree, followed by 32% agree. There are minority of 9% and 4% respondents who disagree and neutral that they are proud to share their work scope with others respectively.

Furthermore, Figure 6 shows that the respondents are neutral and agree each have 32% for they do not feel emotionally attached to the organization. While, there is 22% respondents are disagree that they do not feel emotionally attached to the organization. Only 14 % of the respondents strongly agree that they do not feel emotionally attached to the organization. Lastly, majority of respondents about 68% are agree that they do not feel a strong sense of belonging to their organization. There are 18% of respondents neutral with the sense of belonging to their organization. But, 14% of the respondents strongly agree that they do not feel a strong sense of belonging to my organization.
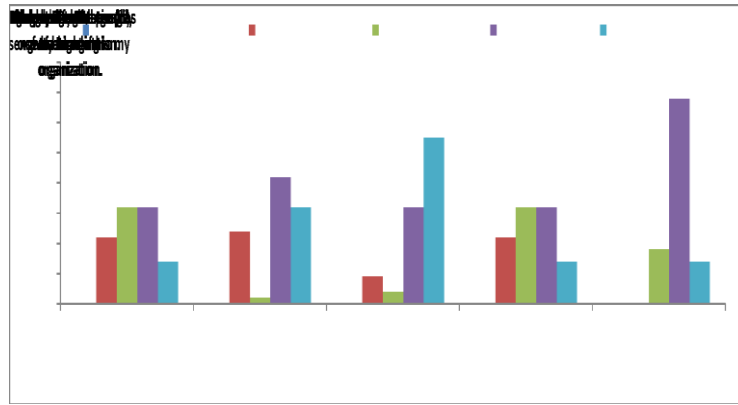
Figure 6. Participants' answers to Question 11 and Question 15

Overall Discussions

Saudi Arabia is a gigantic Muslim nation and a solid economy, which experience radical change. Its oil stores and handling limits make it to be a key player in the worldwide vitality market. The business system is one of the most affected by what has happened and is happening in the world today of radical transformations. These transformations have contributed significantly to the change of traditional administrative methods, structures and structures and created a new atmosphere and political, economic, political and technological situations that were different from those of years ago.

These climates have produced new conditions characterized by mobility, exchange and development at an extraordinary speed, as well as the effects of their interactions and interactions. This has increased their impact in all aspects of contemporary human life. These transformations led to the emergence of a new global business system in which advanced scientific methods play the greater role, and the effectiveness of its components in business organizations of all types and sizes and areas in addition to the imbalance of the element of competition. It has become more influential than other elements in determining the success or failure of the organization to achieve its goals and reaching the results for which it has no longer to the organization to develop its competitiveness and to continuously improve its competitive position. This can achieved only further development in the performance of its duties and improve its products and services, as well as work to achieve higher benefits and benefits to its customers to make it outperform its competitors from other organizations.

This requires the application of the scientific curricula where modern methods and methods of scientific and administrative have emerged according to the elements and principles of each of them and the possibility of their application such as the method of total quality and the method of achieving merit and supervision and the method of organization. It is based on the distribution of powers and competencies between the central authority personnel to increase communication and interaction between employees and increase innovation and creativity better understanding of individual units, deregulation of the administration and democratization of administrative work itself.

Human resources achieve scientific, technical and economic progress in all societies and depend on the capabilities, expertise and skills necessary for human resources and their efficiency. The concept of human resources development reflects this proposition. It represents the necessary process for developing, refining and mobilizing capacities and human competencies in their scientific, technical and behavioral aspects.

The human resources are the axis around which any plan in the process of comprehensive development. It's the basis for the success of any economic construction, especially since underdevelopment is not linked to the country or the state as much as the connection to these resources and manpower as the forces capable of taking the reasons of growth and development and renewal raise the spirits of managers and presidents at the different administrative levels of their sense of positive participation, the risks of weak decisions are distributed. They affect one department or one department instead of affecting the entire organization or a number of departments.

Human resources are responsible for overseeing the organization's leadership and culture, as well as human resources. It ensures that labor is committed to labor laws and often supervises the health, safety and security of staff. Human resources are a key intermediary between the organization and a staff representative. As a result, representatives of all sectors of the institution usually call for the mobilization of efforts with government agencies to enhance their priorities and improve the efficiency of the employees of the institution

CONCLUSION

All in all, the data clearly indicates that the level of impact of supervisor support on organization commitment of employees is very high. In general, above 90% of the respondents are of the view that there is a high acceptance for the impact of supervisor support on organization commitment of employees. According to the survey results, one of the basic factors that effective supervisor support has an impact on the organizational commitment of employee processes is an appropriate organizational structure, which should be coordinated with the long-term work that the organization needs to complete. The organizational structure should be consistent with the organizational goals, which will enable the supervisor's support to effectively achieve the organizational goals.

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