



THE MODERATING EFFECT OF MOTIVATION ON THE RELATIONSHIP BETWEEN PERCEIVED SUPPORT AND ORGANIZATIONAL COMMITMENT

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Abstract:

Business organizations' success is achieved when there is the interplay of ideal perceived support, motivation, commitment between employees and employers. The purpose of the study was aimed first to determine the moderating effect of motivation on the relationship between perceived support and organizational commitment, and second, determine the relationship of perceived support, motivation, and organizational commitment among 135 State Universities and Colleges (SUC) library personnel in Mindanao. It made use of quantitative research design specifically the descriptive-correlational. An adapted and modified research instrument was used in gathering the data. Person product-moment correlation (Pearson r) was employed to determine the level of significance of the relationship between perceived support and organizational commitment when moderated by motivation. Moreover, hierarchical regression was used to analyze the moderating effect of motivation on the relationship between perceived support and organizational commitment. The findings revealed that the overall levels of perceived support, motivation, organizational commitment of library personnel were all high. Interrelationships among variables were found to be significant. Finally, the perceived support and organizational commitment relationship were not significantly moderated by motivation.

Keywords: business, motivation, perceived support, organizational commitment, descriptive-correlational, Philippines

1. Introduction

In today's competitive business environment, keeping employees committed enables the organization to be successful. An organizations' productivity depends mainly on its

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employees' performance. Thus, organizations put maximum resources, directly or indirectly, all the support and motivation to increase employees' performance and to control or cure the reasons that may decrease their performance.

On the other hand, perceived support has potential and serious effects on the performance of the organization. In the public and private universities in Ethiopia, Ergado and Gojeh (2015) discovered that librarians leave their association because of the absence of perceived support and inspiration from their organizations. With this, it clearly points out that organizational support plays an important role for employees in every organization.

In Malaysia, a study conducted by Wahab, Quaddus, and Nowak (2009) found out that perceived organizational support had a significant relationship to organizational commitment. Employees believed that when supervisor understands and appreciates their point of view, they tend to improve their organizational commitment. Conversely, in this study, employees believed that it is not necessary that whatever they suggest, must be followed, but at least they have heard what they also want.

Meanwhile, in the Philippines, as expressed in the investigation of Martinez (1994), librarians leave their organizations to work in private offices or abroad due to better open doors and higher compensations offered by these foundations. The variables which tend to impact in leaving were the: support of co-workers, supervisors, and organizations; lack of organizational commitment of employees because of the following reasons: low pay or lacking pay arrangements; insufficiency of advancement approaches, associations' failure to meet the labourer's financial needs; weariness or unacceptable work; unequal chances to go to classes and meetings (Widmer, 2016).

The studies of Ergado and Gojih (2015), Martinez (1994) and Widmer, 2016) as mentioned above discussed the only bivariate relationship of perceived support and organizational commitment; and, motivation and organizational commitment relationship variables but did not come across a single study involving the three variables in one study. The findings of the study may be an added literature and contribution to new knowledge. Furthermore, this will likewise serve the administration as a starting point in developing and enhancing perceived support and motivation of librarians to boast themselves towards the organizational commitment of SUC library personnel.

2. Research Objectives

The purpose of the study was to determine the moderating effects of motivation in the relationship between perceived support and organizational commitment of SUC library personnel in Mindanao. Specifically, this sought answers to the following questions:

1. What is the level of perceived support of librarians in SUC in Mindanao in terms of:
 - 1.1 Co-worker support;
 - 1.2 Supervisor support;
 - 1.3 Organizations' support?
2. What is the level of motivation of librarians in SUC in Mindanao in terms of:

- 2.1 Intrinsic motivation;
- 2.2 Extrinsic motivation?
3. What is the level of organizational commitment of SUC in Mindanao in terms of:
 - 3.1 Affective commitment;
 - 3.2 Continuance commitment;
 - 3.3 Normative commitment?
4. Is there a significant relationship between:
 - 4.1 Perceived support and organizational commitment;
 - 4.2 Motivation and organizational commitment?
5. Does motivation significantly moderate the relationship between the level of perceived support and organizational commitment?

2.1 Hypothesis

The following null hypotheses were formulated and tested at a 0.05 level of significance:

1. There is no significant relationship between:
 - 1.1 Perceived support and organizational commitment;
 - 1.2 Motivation and organizational commitment.
2. Motivation has no significant relationship between perceived support and organizational commitment

2.2 Theoretical Framework

This study was anchored on the Social Exchange theory by Homan (1961) stated that when an employee feels that they are important in the organization, higher organizational commitment is also observable. Furthermore, rewards particularly the economic and psychological principles are also important to increase commitment. This was additionally upheld by the investigation of Eisenburger, et al., (1986) on their social exchange framework proved that when employees perceived a high level of Perceived Support, they repay the organization through increased organizational commitment. In other words, if employees feel their director/supervisor or subordinates is offering help for them, they would work for the bosses' advantage, and thusly, the chief would give more help to the workers.

Furthermore, Organizational Support theory by (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986) revealed that to attain the socio-emotional needs of the employee in the organization and their level of organizational commitment, individuals in the organization should learn to treat individuals with equality and learn to appreciate the contribution of each employee. This will also lead to every individual feeling of obligation in their company.

Additionally, this is further supported with Cognitive evaluation theory which states that both intrinsic and extrinsic motivation is very important in the organization to increase their commitment (Odao, 2017). Moreover, SET is based on quid pro quo means when employees felt that their co-workers and supervisor are supportive, employees will be more committed and will put more effort into the benefit of the organization. When

employees feel that they were encouraged and motivated by the co-worker, supervisor or organization, they were more devoted and committed toward the organization (Ahmad et al., 2016). Also, employees with perceived organizational support are more likely to believe that their intrinsic motivation particularly the salary is fair, and therefore exhibit affective commitment (Charles, 2014).

Also, Alijanpoor (2013) said that when the staff of an organization feel and believe that the organization considers them as valuable persons, and they perceive the necessary supports from the organization, it can be expected the ground for the creation of motivation for improvement and commitment at the level of organization because it causes, they would perform things well and evaluate their performance autonomously. In fact, one of the social-cognitive effects of support in the organization is to create a feeling of motivation in improvement and commitment in the organization. For this same reason, it can be expressed that the supportive factors are one of the most influential factors in organizational commitment and they can provide suitable success (achievement) by satisfying the need of individuals' improvement. It can be attempted by teaching and training of family environment and social environment and the organizational support in generation and creation of motivation and commitment at the level of organization.

2.3 Conceptual Framework

To provide an easy understanding of the indicator of each variable. These are defined as follows: For Perceived Support are the support coming from any individual maybe by your co-worker, supervisor and organization. The first indicator is Organizations support, this is support coming from your colleague in the other department and Next is the Supervisor support, this is the support coming from your direct head and head within the department and lastly, the co-workers support, this is the support coming from your workmates (Newman, Thanacoody & Hui, 2011).

Additionally, the moderating variable Motivation is about moving ourselves and others to some goal (Aldag & Kuzuhar, 2001). The first indicator is Intrinsic motivation: Intrinsic motivation is those that exist in the job itself. Examples are achievement, variety, challenge, autonomy and responsibility, personal and professional growth. They also include status, recognition, praise from superiors and co-workers, personal satisfaction, and feeling of self-esteem (Mahaney & Lederer, 2006). Extrinsic motivation is external to the job itself (Newstrom, 2007); they comprise such elements as pay. Fringe benefits, job security, promotions, private office space, salary increments, merit bonuses, and other direct for of payments (Mahaney & Lederer, 2006).

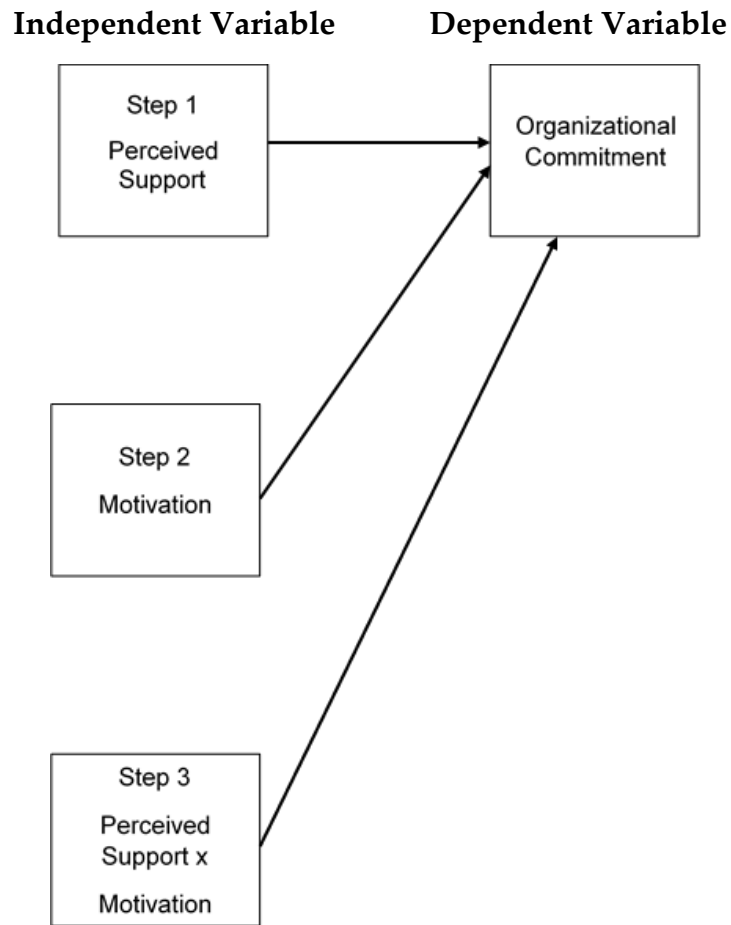


Figure 1: The Conceptual Framework Showing the Variables of the Study

Furthermore, the dependent variable is Organizational commitment, this can be referred to as an identification with the goals and values of the organization, a desire to belong to the organization and a willingness to display effort on behalf of the organization. Elaborated further the three types of commitment such as Affective commitment refers to employees' emotional attachment, identification with, and involvement in the organization. Continuance commitment refers to employees' assessment of whether the costs of leaving the organization are greater than the costs of staying remain because they need to. Lastly, Normative commitment refers to employees' feelings of obligation to the organization. Employees with high levels of normative commitment stay with the organization because they feel they ought to (Meyer and Alen, 1997) as cited by Luna 2013.

The schematic diagram in Figure 1 shows the interrelationships in this study. The three boxes at the left present the interrelationship of independent variables to moderating variables. While another box on the right is the dependent variables shows how the independent, moderating and dependent variables related to each other.

Finally, it helps the researcher to deepen his understanding of the importance of determining the relationship between perceived support and organizational commitment moderated by motivation. Meanwhile, the hierarchical logistic regression is

employed in order to provide a more powerful alternative to multiple regression, path analysis and covariance in this study.

3. Methods

3.1 Research Design

This study utilized a quantitative research design. This was used to develop and employ formal, objective, and systematic processes in which numerical data are used to obtain information about the world (Burns & Grove, 2005). Also, quantitative research deals in numbers, logic and objective stance. It focuses on numeric and unchanging data and detailed, convergent reasoning, generation of a variety of ideas about a research problem. Its main characteristics are: the data is usually gathered using structured research instrument, the results are based on larger sample sizes that are representative of the population, the research study can usually be replicated or repeated, given the high reliability and the researcher uses research tools, such as a questionnaire or computer software to collect numerical data.

The quantitative-correlational design was particularly employed in order to describe the statistical association between two or more variables (Creswell, 2002). A correlational study is a quantitative method of research in which you have 2 or more quantitative variables from the same group of participants, & you are trying to determine if there is a relationship (or covariation) between the 2 variables (that is, a similarity in the pattern of scores between the two variables, not a difference between their means). Theoretically, any two quantitative variables from the same group of participants can be correlated (for example, midterm scores & final exam scores, or midterm scores and number of body piercings!) as long as you have numerical scores on these variables from the same participants; however, it is usually a waste of time to collect & analyze data when there is little reason to think these two variables would be related to each other. According to Clause (2013), descriptive research is a process of collecting data of a specific behaviour as it occurs in the environment and answers questions concerning the status of the current study.

On the other hand, correlational research attempts to establish a cause-and-effect relationship between variables.

Likewise, moderating technique was a variable to ensure the validity of choosing a well-trained and skilled moderator (facilitator). This will check personal biases and expectations.

Furthermore, the hierarchical logistic regression model best linked the effects of the moderating technique in the relationship between the independent variable to the dependent variable. In such a case, in order to run linear regression, you must simply gather more observations. More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed (Campbell, 2008).

3.2 Research Locale

The research was conducted in Mindanao particularly in the selected nine (9) State Universities and Colleges (SUC) Library personnel.

Region IX also name as Zamboanga peninsula, is an administrative region in the Philippines. The region was previously known as western Mindanao before the enactment of EO 36. The city of Pagadian is designated as the regional center. The region has vast forest resources and previously used to export logs, lumber, veneer and plywood. Mineral deposits include gold, chromite, coal, iron, lead and manganese. Its fishing grounds are devoted to commercial and municipal fishing. It has also aqua farms for brakish water and freshwater fishes. It has the first export-processing zone in Mindanao. Farming and fishing are the main economic activities of the region. It has also rice and corn mills, oil processing, coffee berry processing and processing of latex from rubber. Its home industries include rattan and furniture craft, basket making, weaving and brass work. Three SUC's schools are consider from this region.

One SUC is considering in region X known as northern Mindanao, is a region of the Philippines, composed of five provinces and two cities classified as highly-urbanized, all occupying the north-central part of Mindanao Island, and the island-province Camiguin. Farming is the main economic activity in the place. Rice, corn, banana, root crops, vegetables and pineapples are the main products. Wholesale and retain are the dominant commercial establishment in the city center cottage industries produce wood articles, processed food, and handicrafts. The region offers lakes and caves as well for tourist destination.

Furthermore, Region XI or northern Mindanao known as the Davao region is composed of five provinces namely: Davao occidental, Davao del Sur, Davao del Norte, Davao oriental and Compostela province. This is a melting pot of many cultural groups. Cebuanos, Boholanos, and Ilonggos are the majority groups. While the regions' economy is predominantly agri-based, it is now developing into a center for agro-industrial business, trade and tourism. Tourism is fast becoming an important source of employment. It has many resorts and other eco-tourism sites that are a must for travellers. Agriculture is the main economic activity in the region and banana is the primary agricultural product produced in many banana plantations. Manufacturing in the region is concentrated mostly around Davao city, the largest city in the Philippines outside Metro Manila. Industrial products from the region include construction materials, processed food, and furniture. The region can be a vital link to markets in other parts of Mindanao. Four SUCs will be consider in this region.

Region XII known as the SoCCSKSarGen is a region of the Philippines, located in central Mindanao. The name is an acronym that stands for the region's four provinces and one of its cities: South Cotabato, Cotabato, Sulatan Kudarat, Sarangani and General Santos city. The regional center is Koronadal city located in the province of South Cotabato. Tourist spot include Mt. Apo, Lake Sebu, Cutural villages and there's a lot more. Adventurous travellers' probably wish to conquer vast mountain wilderness or explore many forests, caves and wildlife reserves. The regions many hectares of rubber,

palm, citrus, pineapple, lanzones farms are filled with nature's freshest harvests. A chain of inactive volcanoes and low hills occupy the interior. The region belongs to the fourth climatic pattern which is characterized by having an even distribution of rainfall throughout the year.

3.3 Population and Sample

The respondents of the study are the library personnel coming from various SUC on the island of Mindanao, Philippines. This study was participated by 135 library personnel in this geographic location. In selecting respondents (inclusion criteria), only librarians and staff of SUC's that are situated in safe areas will be tapped. Further, those who are active in the organization of Mindanao Association of State Universities and Colleges Library Network (MASTSLiNet) will be asked to participate. Those who are located in areas where security is critical will be excluded.

Universal sampling was also employed in order to get the required number of respondents. The target of this technique was to ensure that minorities of the population size are properly represented in the study.

3.4 Research Instruments

The questionnaire was the main research instrument in this study, with the objective to elicit as much related information as possible from the respondents. This instrument was adopted by different authors. The first part is perceived support, these questions were adapted-modified from Luna (2013) and readings of the present author, the Cronbach alpha was not stated, however, the researcher was required to conduct a pilot testing on questionnaires with no Cronbach alpha and it was tried out to a total of 30 librarians in a private school of Davao city and it was found that perceived support with the following indicators: co-workers support, supervisor support and organizational support, has a Cronbach alpha of 0.92, 0.846 and 0.829 respectively.

For Motivation which was used by Pidori (2016) with a Cronbach alpha testing of 0.812 and organizational commitment used by Chavez (2012) with a Cronbach alpha testing of 0.96. In taking the test, participants are asked to respond to the adapted and validated survey, hence there are 5 items in every indicator. This survey questionnaire is used to collect the data needed in the study, which the researcher had personally administered. Five-point Likert scale is used. Each question was filled up by the respondent through checking the boxes that served as the corresponding answers. The mean levels will be interpreted using the matrix below.

A. Perceived Support

This questionnaire was designed to identify the necessary support needed by the employees. Slight modifications will be made to answer the need of the investigation at present.

B. Motivation

This questionnaire was developed to categorize the motivation needed by the employees.

C. Organizational Commitment

This questionnaire was used to measure the affective and normative commitment of the employees.

3.5 Data Collection

The researcher sent a formal letter of request to the Director of libraries of the identified SUC schools. The letter will be noted by the researcher's adviser. After the approval, the itinerary to gather is set. Following the schedule set by selected SUC library directors, the researcher gathered information from the respondents using the standardized and validated questionnaires. The researcher personally supervised and administered the questionnaire to the respondents to ensure validity, accuracy and prevent ambiguity. However, in areas that are far from the researcher's location enumerator was hired. After the respondents finished answering the questionnaire, they personally returned it to the researcher or enumerator. After all, questionnaires will be retrieved this will be accurately tallied and recorded correspondingly. The results are encoded, tabulated, analysed, interpreted and read in conjunction with the problem statement.

3.6 Statistical Treatment of Data

The gathered data was classified, analysed and interpreted using the appropriate statistical treatment as follows.

Descriptive statistics were used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. These would mean and standard deviation to determine the level of perceived support and organizational commitment. Further, Person product-moment correlation (Pearson r) will be employed to determine the level of significance of the relationship between perceived support and organizational commitment when moderated by motivation. Moreover, hierarchical logistic regression will be used to analyse the moderating effect of motivation on the relationships between perceived support and organizational commitment.

3.7 Ethical Considerations

The study was reviewed by the Ethical research committee of the University of Immaculate Conception. Through the course of data gathering, the full consent of the respondents is obtained before conducting the study. Any deception or exaggeration about the aims and objectives of the researcher will be avoided. Respect for their dignity, privacy and confidentiality is prioritized. Respondents will be protected from any harm and loss of dignity and self-esteem. Consequently, to make sure that confidentiality is assured, the researcher directly asks their head librarians if they could participate in this research and they are also personally giving the number of library personnel. Also, the information provided by the participants will be used for research purposes only. It will not be used in a manner that would allow the identification of your individual responses. Anonymised research data will be archived and controlled under the data privacy act.

Furthermore, the researcher thoroughly explained the process and expected outcomes. In addition, it will also discuss to the participants that their participation is voluntary. Their refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. They may withdraw their consent at any time and discontinue participation without penalty. They are not waiving any legal claims, rights or remedies because of their participation in this research study. As a protocol, the researcher is mindful of issues that are critical to disclose. Moreover, if the participants may feel discomfort during the course of answering the instrument, they may opt not to answer questions that make them feel any psychological or emotional distress or they can withdraw as a participant in the study. The researchers value your participation and will place your welfare as their highest priority during the course of the study. Lastly, the researcher establishes a respectful relationship with the respondent. Also, they have the right to know the result of the study.

4. Results

Table 1: Level of Perceived Support of SUC Library Personnel in Mindanao

Indicator	SD	Mean	Descriptive Level
Co-Workers Support	0.61	4.26	Very High
Supervisors Support	0.66	4.28	Very High
Organizational Support	0.58	4.00	High
Overall	0.53	4.18	High

As reflected in the table the overall mean of 4.18 or high, Table 1 shows that the levels of perceived support of SUC library personnel in Mindanao are manifested. With a standard deviation of 0.53, it is possible to deduce that the indicator supervisors' support with the highest mean rating of 4.28 has significance. The data could glean that the second-highest indicator was co-workers support with a mean rating of 4.26 or very high, and organizational support has the lowest mean rating of 4.00 or high.

The table reflected that this variable's indicators were analyzed and interpreted. The standard deviation was less than 1.00, which indicated consistency of responses. Based on the findings, data revealed that two out of three indicators of perceived support manifested a very high satisfaction of library personnel in Mindanao. This means that perceived support is always manifested among library personnel.

Table 2: Level of Motivation of SUC Library Personnel

Indicator	SD	Mean	Descriptive Level
Intrinsic	0.51	4.39	Very High
Extrinsic	0.68	4.24	Very High
Overall	0.53	4.31	Very High

The level of motivation is presented in Table 2, with the corresponding indicators arranged as is per item in the questionnaire. Each indicator is analyzed and interpreted

in a simplified manner to understand the readers better. The level of motivation of SUC library personnel has an overall mean of 4.31 (SD=0.53), described as very high.

Data revealed that the mean scores among the indicators are all in the same category at a very high level. The indicator with the highest mean rating of 4.39 or very high is intrinsic motivation and the other one is extrinsic motivation with a mean rating of 4.24 or still very high. The results mean that the motivation of SUC library personnel is always manifested most of the time.

Table 3: Level of Organizational Commitment of SUC Library Personnel

Item	SD	Mean	Descriptive Level
Affective Commitment	0.63	4.25	Very High
Continuance Commitment	0.11	3.92	High
Normative Commitment	0.73	4.11	High
Overall	0.41	4.08	High

The level of organizational commitment is exposed in Table 3. It can be gleaned in the table that the overall mean score is 4.08 with a standard deviation of 0.41, described as High. Hence, the indicator affective commitment got the very high level with a mean rating of 4.25 and standard deviation of 0.63, while the two indicators are at a high level namely: continuance with the mean rating of 3.92 and standard deviation of 0.11; and normative commitment with a mean of 4.11 and standard deviation of 0.73.

This means that SUC library personnel is more on affective commitment compared to the continuance and normative commitment.

Table 4: Correlation between Perceived Support and Organizational Commitment; Perceived Support and Motivation; and Motivation and Organizational Commitment

Correlations		PS_overall	Mot_overall	OC_overall
PS_overall	Pearson Correlation	1	.610**	.585**
	Sig. (2-tailed)		.000	.000
	N	135	135	135
Mot_overall	Pearson Correlation	.610**	1	.674**
	Sig. (2-tailed)	.000		.000
	N	135	135	135
OC_overall	Pearson Correlation	.585**	.674**	1
	Sig. (2-tailed)	.000	.000	

Table 4 presents the test of correlation of perceived support, motivation and organizational commitment. There is a significant relationship between perceived support and organizational commitment as gleaned in the p-value that is less than 0.05 and correlation coefficient, $r = .585$. This means that the higher the perceived support would essentially result in high organizational commitment.

Similarly, the relationship between perceived support and motivation is found to be significant with the p-value less than 0.05, and $r = .610$. This implies that motivation greatly affects perceived support.

In the same way, motivation and organizational commitment are found to be significant with a p-value less than 0.05 and $r = .674$. This implies that organizational commitment greatly affects motivation.

Table 5: Mediation Analysis of the Three Variables

Predictor	B Standardized	R ²	P Value	R ² Changed
Step 1: Perceived Support	.585	.343	.000	
Step 2: Perceived Support Motivation	.278 .504	.502	.000	
Step 3: Perceived Support Motivation	.664 .366			.159
Perceived Support x Motivation	.673	.506	.318	.004

Hierarchical regression analysis was used to test the moderating effect of motivation on the relationship between perceived support and organizational commitment.

Reflected in Table 5 is the significant moderating effect of motivation on perceived support and organizational commitment which reflected .506 for R squared and .004 for R square changed. In step 1, the predictor perceived support was entered into the hierarchical procedure and it can be noted that R square shows the result of $p < 0.05$ set in this study which indicates that perceived support is significantly related to organizational commitment. In step 2, this was followed by the interaction of the moderator variable motivation with the predictor perceived support resulting to an R – square value of .502 ($p < 0.05$) showing an increase of 0.159 or 15.9%, hence the sharing of the influence was also significant. However, when the interaction perceived support and motivation was included in Step 3, the change in R square has significantly decreased to .004 or .4% having a probability value ($p = .318$) of more than 0.05 significance level set in this study.

The result of the regression analysis suggests that the interaction effect was not a contributor to the model variance. Hence, it can be stated that motivation has no moderating effect on the relationship between perceived support and organizational commitment.

5. Discussion

5.1 Perceived Support

The high rating of perceived support among SUC library personnel is due to the high ratings of organizational support with varying sub-indicators as the causes.

The findings of co-worker's support that helping in getting the job done is very dominant with a highest mean score of 4.34 while, the aspect of treating with understanding and having a sympathetic understanding and advice to the library personnel was the lowest mean score of 4.21, both items are very high in nature. This means that the co-workers' support greatly affects organizational commitment, this conforms with the statements of Bateman (2009) that co-worker support is really important on a day-to-day activity in the organization. This involves assisting one another in their task when needed by sharing knowledge and expertise as well as providing encouragement and support. Just like with the study of Kaul & Lakey, (2003) found out that co-worker support can also provide or fail to provide a basis for solidarity and united resistance to management. Along with this co-worker, support has important effects outside the workplace.

In the supervisor's support, the results elaborated that library personnel communicates clearly the goals and policies and education is a system with a mean of 4.40, with a very high level of organizational commitment. On the other hand, the lowest mean is 4.07, with a descriptive level of high in terms of bringing up comfortably personal or family issues with the supervisor. This means that library personnel are considering sharing family life problems with their supervisors. The category mean is 4.28, very high. It means that the library personnel agrees that supervisor support is very evident in the organization, this conforms with the idea of Kang, Gotling & Kim (2014) that supervisors' support is really important in treating with fairness and not having favouritism among workers.

Likewise, organisations or supervisors, therefore, should spend reasonable and intensive time with their employees through supportive activities like socialisation and training. Have reported that supervisory support regarding human resources activities was significantly related to organisational commitment (Colakuglo, Culha & Atay, 2010).

In terms of organizational support, findings of the study show that the highest mean is challenging the task with the mean of 4.28. While failing to appreciate the extra effort to the employee is the lowest with a mean of 3.70. The organizational support category mean is 4.00, high. This means that the library personnel agree with the perceived support statement that giving challenging tasks is important in the organizations. This is similar to the statement of Alijanpor, Doustin & Khaddayari (2013) that organizational support predicts organizational commitment.

The findings are in consonance with organizational support theory, it is really important and valuable for expanding the POS of employees that organizations mind, support, and regard the commitment of the workers, and satisfy employees' socioemotional needs, driving laborers to join organizational membership and part status into their social personality (Yongzing et al., 2017)

The perceived support overall mean is 4.28, high. This means that library personnel agree with the perceived support statement. It also shows that the perceived support referring to co-workers' support, supervisors' support and organizational

support must be considered by State Universities and Colleges President and administrator in attaining organizational commitment.

The aforementioned statement parallel with the study of Bishop (2005), that perceived support received from an entity predicts the level of commitment they have for the same entity. Like other organizations, organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals. An equally important factor and focal in perceived support are co-workers support, supervisors support and organizational support (Woo & Chelladurai, 2006).

Just like the study of Tsaia (2015) which stressed out that organizational support is the forerunner of employees' positive feelings at work. It makes them feel sure and attempt to complete their errands independent from anyone else. Seen organizational commitment improves positive workers' observation about their errands and may additionally consequence for organizational commitment and survival. Additionally, perceived organizational support (POS) reflects employees' belief that their organization values their contributions and cares about their well-being

5.2 Motivation

The level of motivation confined two mechanisms, namely intrinsic motivation and extrinsic motivation.

The presence of intrinsic motivation of SUC library personnel satisfied when successful in performing difficult tasks are rated very high with a mean score of 4.56. While choosing work to attain the desired lifestyle is the lowest with a mean of 4.11. The intrinsic category mean 4.39, very high. It means that the SUC library personnel agree with the intrinsic motivations statement, complemented with the study of Choong (2011) that intrinsic motivation. significantly predicted the organizational commitment and thus, administrators should provide new and existing motivational programs that strengthens organizational commitment and increase performance.

In terms of extrinsic motivation presented that their work allows them to earn money is the highest mean of 4.44, very high. While this type of work made them successful in life is the lowest with a mean of 4.05, high. The extrinsic category mean is 4.31, very high. This means that the SUC library personnel agrees with the extrinsic motivation declaration, this conforms with the work of Akintoye (2000) asserts that money remains the most significant motivational strategy. He explains that money has the power to attract, retain, and motivate individuals towards higher performance.

The overall rating of motivation of SUC library personnel in Mindanao is very high with a mean score of 4.31, which means that the motivation statements is very evident in the organization, which conforms with the study of Palaniammal as cited by Pidor (2016) stated that personal as well as organizational goals can be achieved by creating an environment where people are willing to work with zeal, initiative, interest and enthusiasm, with a high personal and group satisfaction, with the sense of responsibility, and loyalty and confidence. Furthermore, it is consistent with the study of

Alizadeh & Cheraghalizadeh (2015), who stated that managers pay consideration to their employees and their needs such as the deferred salary and also offering a promotion to employees, managers can improve organizational commitment in the organization.

Additionally, George & Jones (2008) found that respondents overall are averagely motivated, however, they seem to be more intrinsically motivated than extrinsically motivated. The extrinsic motivation here is low and it is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service.

5.3 Organizational Commitment

The level contained three components, namely affective commitment, continuance commitment and normative commitment.

The level of affective commitment of SUC library personnel agrees that having the satisfaction of being a part of the institution and talking about the institution as a great place to work to friends had rated very high with a mean score of 4.29. Whereas, being proud of informing others to be a part of the institution has the lowest mean of 4.19 or high. The findings of affective commitment with a category mean of 4.25 or very high. This means that effective commitment agrees with the statement of organizational commitment, confirms the findings of Meyer and Allen (1997) employees' emotional attachment, identification with and involvement in the organization continue committed to the organizations because they what to do.

Moreover, revealed in continuance commitment that feeling motivated to work in the institution in a way of job performance has the highest mean of 4.09 or very high. While feeling that they have too few options to consider leaving this department has the lowest mean of 3.70 or high. This means an employee's awareness of the costs involved in leaving the organization. Employees with a strong continuance commitment stay in the organization because they need to do so (Meyer & Allen, 1991).

Also, a normative commitment reflected that recognizing the assistance of the institution in times of trouble has a highest mean rating of 4.32 or very high; recognizing appreciation from the institution in every work achievement was the lowest mean of 4.01 or high and has a category mean of 4.11 or High. This means that the normative commitment category works correspondingly with the organizational commitment.

This is similar to the claim of Stowers (2010) stating committed employees' involvement in an organization extends far beyond that of personal employment interests, income, and job satisfaction. Instead, the individual develops a keen sense of the needs of the organization and takes actions to respond to those needs via their dedication, vested interest, and steadfast efforts. The success or failure of the organization takes on a personal connotation to the employee, with the perception that if the organization fails, the employee had also failed. Such an attitude is what makes commitment an extraordinary value and importance to any organization.

Moreover, the overall mean of organizational commitment is 4.08, high. This means that the SUC library personnel agree with the organizational commitment statements of the study, specifically in the areas of affective, continuance and normative.

These findings are similar to the study postulated by Mowday, Porter, & Steers (1982) which posited committed individuals believe in and accept organizational goals and values, are willing to remain with their organizations, and are willing to provide considerable effort on this behalf. Additionally, a mental state that reflects the necessity (affective commitment), perceived cost associated with leaving the organization; the desire (continuance commitment), and/or the obligation (normative commitment) to remain in the organization (Yih & Htaik, 2011).

The above findings work also in consonance with the statement of George & Jones (2008) that the level of organizational commitment among library personnel in Lagos State, Nigeria, indicated that library personnel overall are averagely committed to their libraries. However, there seem to be more of Affective Commitment followed by Normative Commitment and then Continuance Commitment.

Furthermore, Allen and Meyer (1990), stated that effective commitment is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. Continuance commitment is related to *“an employee’s awareness of the costs involved in leaving the organization. Employees with a strong continuance commitment stay in the organization because they need to do so”*.

5.4 Significance of the between Perceived Support, Motivation and Organizational Commitment

There is a significant relationship between perceived support and organizational commitment as gleaned in the p-value that is less than 0.05 and correlation coefficient, $r = .585$. This means that the higher the perceived support would essentially result in high organizational commitment.

The findings were similar to the concern of Alijanpor, Dousti, & Khoddayari (2013) that the perceived organizational support provides the reasons for increasing the performance efficiency, helping the colleagues, improvement of the organization, the staff trust in the organization and the sympathetic organizational commitment. In fact, organizational support predicts organizational commitment.

Furthermore, it can be concluded that increasing the organizational support of the staff will cause to increase in their attempt in performing their tasks and by enhancing the organizational commitment, the individuals have more satisfaction with their jobs and have less inclination towards the service leave. Therefore, the organization can enhance the level of the perceived support by valuation for the staff’s cooperation in order to improve its performance, on-time acknowledgement of the additional attempts of the staff, paying attention to the general welfare of the staff and paying attention to their multilateral satisfaction, and enjoy the positive outcome of it, i.e., the continued commitment of the staff (Alijanpoor, 2013).

Similarly, the relationship between perceived support and motivation is found to be significant with the p-value less than 0.05, and $r = .610$. This implies that motivation greatly affect perceived support.

The present study differs from the study of Ajie, Soyemi, & Omotunde (2015) revealed that motivation does not have any significant relationship with the organizational commitment of library personnel. This implies that the motivation available in the library is not related to why library personnel are committed to their respective duty at work.

Additionally, the present study was supported with Cognitive Evaluation Theory which states that motivation system includes intrinsic and extrinsic. Intrinsic motivation includes (Achievement, responsibility and competence motivators that come from the actual performance of the task or job -- the intrinsic interest of the work.), and extrinsic motivation (pay, promotion, feedback, working conditions -- things that come from a person's environment, controlled by others). It is believed that when employees feel that they are motivated both or intrinsically or extrinsically their organizational commitment will increase (Odao, 2017).

In the same way, motivation and organizational commitment is found to be significant with a p-value less than 0.05 and $r = .674$. This implies that organizational commitment greatly affects motivation.

This overall result of the study corroborates with the study of Yih & Htaik, (2011) which revealed that employees who believe that their organization values them and cares for their well-being are more likely to feel a sense of obligation toward the organization and, therefore, they reciprocate a favourable treatment with increased loyalty and commitment. Likewise, Warner et al. (2011) disclose that intrinsic and extrinsic motivation plays a vital role in the organizational commitment of the employees.

5.5 Moderating Effect of Motivation on the Relationship between Perceived Support and Organizational Commitment

After establishing the moderating technique as suggested by Tsang (2015), a regression analysis was used to assess the moderating effect utilizing the causal stages approach for further analysis. The result of the regression analysis suggests that the interaction effect was not a contributor to the model variance. Hence, it can be stated that motivation has no moderating effect on the relationship between perceived support and organizational commitment.

The above-mentioned results of the study support what was espoused by Ajie, I. et al. (2015) that commitment is crucial to the survival and fulfilment of any academic library's mandate and that motivation does not have any significant relationship with the organizational commitment of library personnel. This implies that the motivation available in the library is not related to why library personnel are committed to their respective duty at work. Additionally, motivation and organizational commitment show a negative correlation because no difference was observed in the study Tella, et al. (2007).

On the other hand, the current study contradicts Noe and Wilk (2015) who found out that perceived co-worker support for training has been reported to have a positive impact on organizational commitment. When there are strong emotional bonds between co-workers, employees become motivated to cooperate with their co-workers and tend to complete the work assigned to them. The completion of work due to the act of cooperation with and responsibility towards other co-workers can improve an employee's responsibility towards the organisation (Bashir, N. & Long, C. S., 2015).

The findings of the study deviate from the study of (Woo & Chelladurai, 2012) that intrinsic and extrinsic motivation will moderate the relationship between support and organizational commitment. That is, if someone has a high level of work motivation, the effect of perceived support on organizational commitment may not be significant since his/her organizational commitment can solely stem from his/her high work motivation. On the other hand, for an employee with low work motivation, an effect of perceived support will be stronger on his/her level of organizational commitment. Likewise, employees with perceived organizational support are more likely to believe that their intrinsic motivation particularly the salary is fair, and therefore exhibit affective commitment (Charles, 2014).

Furthermore, in Social exchange theory by Homan (1961) elaborated that initially presented the thought that people are most agreeable when they say they are getting benefits by a relationship opportunity equivalent to what they are putting into the relationship. This was additionally upheld by the investigation of Eisenburger, et al., (1986) on their social exchange framework proved that when employees perceived a high level of perceived support, they repay the organization through increased organizational commitment. It is believed that when employees feel that they are motivated both or intrinsically or extrinsically their organizational commitment will increase (Odao, 2017).

6. Conclusion

With the study's findings, conclusions are drawn in this chapter. The findings provide evidence that the considerations of these variables are relevant to each other. On the one hand, the results confirm a significant relationship between perceived support, motivation and organizational commitment. Moreover, motivation does not moderate the effect of perceived support and organizational commitment among SUC library personnel.

Lastly, the findings negate the anchored theory of Social Exchange by Homan (1961) that when an employee feels they are important in the organization, higher organizational commitment is observed. For this reason, motivation has no effect on perceived support and organizational commitment.

7. Recommendations

In the light of the aforementioned results, the following recommendations are presented. Since the ratings of respondents in their perceived support vary from high to very high, there is a need to re-examine and enhance the variables receiving high levels to achieve very high ratings. In this regard, school presidents will provide training and seminars to the library personnel.

In terms of motivation, some variables are rated by the respondents as high. There is a need to improve these variables by encouraging administrators to attend enhancements like training, seminars and conferences and other learning activities to improve motivation in general.

There are more indicators of organizational commitment that received high only. There should be enhancement of these indicators, too, to become very high ratings by sending library personnel to training, lectures and seminars to improve their commitment. Furthermore, the school president will heighten the hiring process of personnel to acquire the right people in the organization.

In as much as SUC library personnel organizational commitment are significantly associated with their perceived support and motivation, enhancement of the latter indicators can influence their commitment. In so doing, seminars, workshops and conferences regarding personality improvement and development are necessary.

Since SUC library personnel in Mindanao's motivation are not significantly moderated with their perceived support and organizational commitment. Future researchers could utilize this study as a reference in conducting a similar research topic and a baseline in exploring other variables that are related to perceived support, motivation and organizational commitment.

Conflict of Interest Statement

The author declares no conflicts of interest.

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