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Antecedents of Organizational Commitment: A Study at Karachi

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Abstract

This study investigates the factors that influence OCMT in Karachi's banking sector. There are certain factors that directly and indirectly impact the employee commitment towards the organization. The research purpose is to find the OC, OS, and IM impact on the commitment of employees towards their organization in the banking sector. Commitment, a crucial factor for organization success and sustainability, indicates employees' psychological attachment and loyalty to their organization. Identifying the variables that drive this commitment can help improve employee retention and organizational effectiveness. This study is based on the quantitative research, with standardized questionnaires delivered to employees of several banks in Karachi. The derived hypotheses were tested through PLS. Likert scale has been used for the questionnaire. This is an empirical study and sample size 250. The result has been found that all independent variables; OC, OS and IM has an impact on OC. The study discovered that OS strongly influences OCMT. When employees perceive they receive sufficient resources, support, and opportunities for professional growth, they are more inclined to remain loyal to their employer. According to the study, organizations that want to boost employee commitment should prioritize building a strong corporate culture, recognizing and appreciating employee accomplishments, giving adequate assistance, and encouraging IM. Further research could build on this study by looking into other industries and including more variables that may impact OCMT.

Keywords: commitment, organizational culture, organizational support, intrinsic motivation and organizational commitment

Background of the Study

Organizational commitment is a well explored issue in the field of organizational behavior. Commitment refers to an individual's dedication to achieving specific goals (Panaccio, Tang, & Vandenberghe, 2023). Organizational commitment has a significant impact on organizational success. It reflects an employee's loyalty, dedication, and willingness to exert effort towards organizational objectives. Identifying factors that influence employee commitment is critical for organizations in designing interventions



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to enhance employee engagement. The three-component concept differentiates between affective, normative, and continuous dedication. Affective commitment involves relationship and connection with the organization, whereas normative commitment comes from a sense of responsibility. Continuance commitment is based on a felt need to continue with the organization. According to (Lambert, Leone, Hogan, & Buckner, 2021), OCMT is the link between employees and their employers. (DMulyadi, 2020), states that OC encompasses ideas that define objectives and strategies for accomplishing them. There are seven markers of OC: creativity and taking risks, diligence, outcome orientation, people orientation, team orientation, aggression, and stability. Further he argues that an organization's culture both defines its identity and serves as a barrier to external cultural influences. The OC is not totally successful since offenses of corporate regulations continue to occur regularly. Research has shown that OS helps people to perform more efficiently and effectively. OS motivates workers to achieve their managers' and the organization's expectations because they perceive the organization attempting to meet their needs and enhance their working life (Boucher & Erica, 2023) It is widely believed that an employee's intrinsic motivation significantly enhances their commitment to the organization. Optimal individual performance is crucial for achieving maximum success within firms, and it is well-recognized that highly motivated employees tend to excel in their roles. Personnel in developing nations, such as Pakistan, are more likely to perform when recognized by management (Manzoor, Wei, & Asif, 2021). Recognition of their successes may be turned into intrinsic benefits, which can motivate them intrinsically and inspire people to operate to the best of their abilities. Given the significance of IM, it is essential to analyze the elements that encourage IM in people. Several research have examined the personal and environmental elements that either support or hinder it in this respect (Rasyid, 2020). According to (Vilela, Kimura, & Ferrín, 2023), people with IM are driven to fulfill their responsibilities and give their companies their all. According to (McCunn, Kim, & Feracor, 2020), motivation is a type of inherent power that pushes people to finish something they view as worthwhile or significant. IM refers to an individual's emotional response to the obstacles and rewards of their conduct. Interests and challenges encountered at work serve as indicators of IM. OCMT is still a critical component of employee retention and organizational success in modern organizational situations. The complex relationships between OC, IM, OS, and OCMT are still poorly understood. This gap causes problem for companies trying to cultivate a happy workplace that encourages high levels of dedication and efficiency. In order to offer practical insights for organizational management and development, the complex relationships between OCMT, support, motivation, and culture must be well understood and researched. According to (Karim & Qamruzzaman, 2020), people work for both financial and non-monetary goals. Employees want to feel proud of their organizations, have positive relationships with coworkers and superiors, and believe they have meaningful jobs. OCMT is influenced by a variety of elements, however not all are taken into account while studying OCMT. Individuals often ignore the OS for their employees, OC and motivation of employees of their organizations. This study is to accommodate the Organizations by identifying the advantages, development of OC, OS and IM practices for workers. Additionally, this study can be a means of access to different researchers who want to conduct this study throughout this space and therefore tributary to information upgrading and resolution connected issues regarding the OC, support and motivation of employees in Pakistan, Karachi.



Research Objectives

1. To ascertain the impact of Organizational Culture on Organizational Commitment.
2. To identify the impact of Organizational Support on Organizational Commitment.
3. To identify the impact of Intrinsic Motivation on Organizational Commitment.

Empirical Review

Organizational Culture and Organizational Commitment

OC denotes the fundamental behaviors expected of individuals within an organization. These behaviors align with the the principles of the organization, beliefs, and operational practices to foster a positive work environment. (Limaj & Bernroder, 2019), OC encompasses values such as integrity, identity, accountability, discipline, and shared goals. OCMT involves offering opportunities for members to engage in the organization's decision-making processes. (Tajeddini, Martin, & Altinay, 2020), emphasize the importance of enthusiasm and devotion towards the organization. According to (Wang, Xu, Zhang, & Li, 2020), work engagement It describes a person's psychological connection with their organization, encompassing their engagement, loyalty, and trust. Personal commitment to an organization fosters self-actualization and fulfillment through participation in actions and decisions aligned with the organization's values. Strong OCMT is crucial for attaining goals. According to well-documented research in the service industry (Sarhan, Harb, Shrafat, & Alhusban, 2020) there is a significant correlation among OC and OCMT. More precisely, it was discovered that OC has a significant impact on the enhancement of employee performance and commitment. Similar study findings confirmed that OC affects both work satisfaction and employee commitment to the company (Wahjoedi, 2021). According to (Aboramadan, Albashiti, & Alharazin, 2020), improving corporate culture can lead to increased employee commitment towards organization and hence better performance. (Sarki & Abdullahi, 2022), discovered a significant relation among OC and OCMT. Participating in decision-making increases employee commitment to their organization. Today's successful firms prioritize employee empowerment, cooperation, and growth. These efforts enhance both employee and managerial commitment and foster a sense of ownership within the company. Employees across all levels feel empowered to influence decisions that impact their roles, ensuring alignment with the organization's objectives.

Organizational Support and Organizational Commitment

(Iqbal, Zia, & Khizar, 2021), defined OS as employees' contributions to the company were highly valued and that the organization provided them with welfare benefits. According to (Dinh, Hong, Minh, & Thuc, 2020), OS was seen as a guarantee that workers will always get the required support and assistance from the company to carry out their duties and address problems efficiently. Jain and Sinha (2005) defined OS as the social affection, needs, efforts, dedication, and loyalty of a person acknowledged by that organization. Previous research suggest that OS is a key element influencing OCMT. Research suggests that individuals with greater levels of OS are more engaged and willing to engage in "organizational citizenship" practices (Ahad & Khan, 2020) compared to those who feel undervalued by the firm. According to (Iqbal, Zia, & Khizar, 2021) Employees tend to respond to favorable treatment from the organization by adopting positive attitudes and behaviors that benefit the organization. Furthermore, when employees feel valued and cared for by the organization, their emotional and rational



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commitment to the organization tends to increase. Most empirical studies indicate that OS and commitment are positively correlated. (Eisenberger, Shanock, & Wen, 2020), OS may be defined as the extent to which an organization recognizes its employee's contributions, as well as the level of attention given to its employees' pleasure, which leads to employees developing general opinions about their companies. OS refers to an organization's emphasis on employee participation and well-being, as well as their willingness to provide voluntary benefits. Studies indicate that substantial OS is linked to enhance OCMT, job satisfaction, job performance, organizational citizenship behavior, and reduced intent to leave (Susita & Sofwan, 2021). Previous studies suggests that OS leads to increased commitment (Andrade & Neves, 2022). The extent to which workers feel safe and supported by their company is known as OS. It implies that workers who perceive their company to be supportive are more dedicated to their jobs and are less likely to quit. (Bhatti, Saleem, Murtaza, & Haq, 2021), found OS as a critical factor influencing OCMT. The results show a somewhat significant link between the two factors. Previous researches shows that OS is crucial for increasing commitment within employees. Recognizing and prioritizing employee well-being inside an organization. Employees consistently give high-quality skills to fulfill organizational goals.

Intrinsic Motivation and Organizational Commitment

Any successful firm is built on the foundation of a motivated and driven team. According to (Swiatczak, 2021), IM refers to the good experiences employees derive from their professional responsibilities. According to (Ryan & Deci, 2020), open-ended cognitive growth depends on intrinsic desire, IM involves participating in an activity because of the inherent satisfaction it brings, rather than for external rewards. When employees find their job fun and fascinating, they are more likely to work hard and contribute to the firm. (Grabner, Klein, & Speckbacher, 2022), found that IM not only boosts employees' OCMT but also has a significant impact on other elements of employee behavior. According to research, IM, or the internal urge to engage in an activity because it provides intrinsic enjoyment is critical in building a strong link between employees and their firms. Let's go deeper into this relationship by considering the viewpoints of prominent researchers. According to (Ryan & Deci, 2020), IM thrives when fundamental psychological needs for autonomy, competence, and connection are fulfilled. Employees feel more intrinsically motivated when they have control over their job (autonomy), mastery over their talents (competence), and a sense of connection to their colleagues and the business. This, in turn, promotes a positive cycle. According to (Ahmad & Nisar, 2023), intrinsically driven people find their work meaningful, resulting in enhanced Job satisfaction is a key determinant of OCMT (Loor-Zambrano, Santos-Roldán, & Palacios-Florencio, 2022). Understanding how intrinsic drive generates commitment enables firms to establish a work environment in which people are engaged and devoted. (Ryan & Deci, 2020), underline the necessity of creating employment that allow for autonomy, mastery, and purpose. This might include giving employees the ability to make decisions within their jobs, participate in issue solving, and witness the real-world consequences of their work. (Ahmad & Nisar, 2023), argue for offering possibilities for advancement, such as training and development programs, to make employees feel competent and challenged

Theoretical Review

Competing Values Framework



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Every organization possesses its own distinct culture. Some companies are recognized for their dynamic, innovative, and pioneering approaches, which significantly contribute to their achievements. Others are distinguished by their reliability, steadfast values, and gradual yet consistent progress. Understanding the culture within your organization is essential as it directly impacts decision-making, operational processes, and employee performance. However, accurately pinpointing a company's culture can be a daunting task. This is where the Competing Values Framework becomes invaluable. It not only assists organizations in clearly defining their culture but also supports leaders in making well-informed decisions, addressing internal conflicts, and enhancing overall efficiency and value. In 1983, R.E. Quinn and J. Rohrbaugh came up with the Competing Values Framework as a result of their OC research. The CVF was created to help firms comprehend their cultures and identify the true factors that contribute to their productivity. The CVF is shown as a matrix with two intersecting axes: horizontal and vertical. Each axis symbolizes a collection of conflicting organizational ideals, resulting in four separate quadrants. Once you've determined which quadrant your business is in, you can utilize that information to improve the values and behaviors associated with that quadrant in order to reinforce your existing OC.

Social Exchange Theory

George Homans, a sociologist, established the social exchange hypothesis. It initially appeared in his article "Social Behavior as Exchange," published in 1958. SET explains how individuals seek a balance between what they invest in relationships and what they receive in return. Researcher explored the impact of positive interactions on employee trust and commitment. Sharing similar beliefs and viewpoints improves relationships, while heterogeneity in these aspects may have a detrimental impact. SET examines how supervisor-employee interactions allow the interchange of resources, expertise, time, and emotional support. However, the supervisor-subordinate relationship follows a procedural model. A successful supervisor-subordinate relationship can lead to improved access to information, assistance, and decision-making. Individuals assess the fairness of rewards by comparing their own inputs and outcomes to those of their coworkers. Balancing inputs and outputs improves social relationships and relationship durability. According to SET, people who work in organizations create professional relationships in order to perform efficiently and "acquire valuable resources" for example material benefits such as salaries and reimbursement, as well as shared gratitude, "trust, esteem, and prestige". Individuals may obtain assistance from their companies in the form of social incentives from their colleagues and coworkers in the form of cooperation and collaboration for the completion of various tasks and activities, which is commonly referred to as "coworker exchange".

Self-Determination Theory

Self-determination theory, created in the 1985 by psychologists (Deci & Ryan), presents a novel approach to human motivation and personality. SDT is a wide theory of human desire and personality that addresses people's basic psychological requirements and tendencies for growth. It is concerned with the thinking behind people's judgments in the absence of any other distractions or influences. SDT focuses on the self-motivation and self-determination of human behavior. It is based on the concept that people are inherently driven to grow and meet their basic psychological requirements. SDT contends that these requirements - autonomy, competence, and relatedness - are critical for cultivating IM, or the desire to engage in activities for the intrinsic delight and



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satisfaction they provide. Individuals motivated autonomously often feel self-directed and independent, while those driven by controlled motivation may feel compelled to conform, resulting in minimal autonomy. Competence represents the desire to be productive and capable in one's activities. Successfully overcoming problems and learning new abilities boosts emotions of competence, resulting in enhanced IM. Relatedness expresses the human desire for connection and belonging. People are more likely to participate in activities that deepen these relationships when they feel cared for and supported by others. This theory has been used a lot in different areas, like schools, jobs, and hospitals. When you know what makes people feel like they can do things on their own, are good at what they do, and have good relationships with others, you can make places where people want to learn, work, and get better

Research Hypothesis

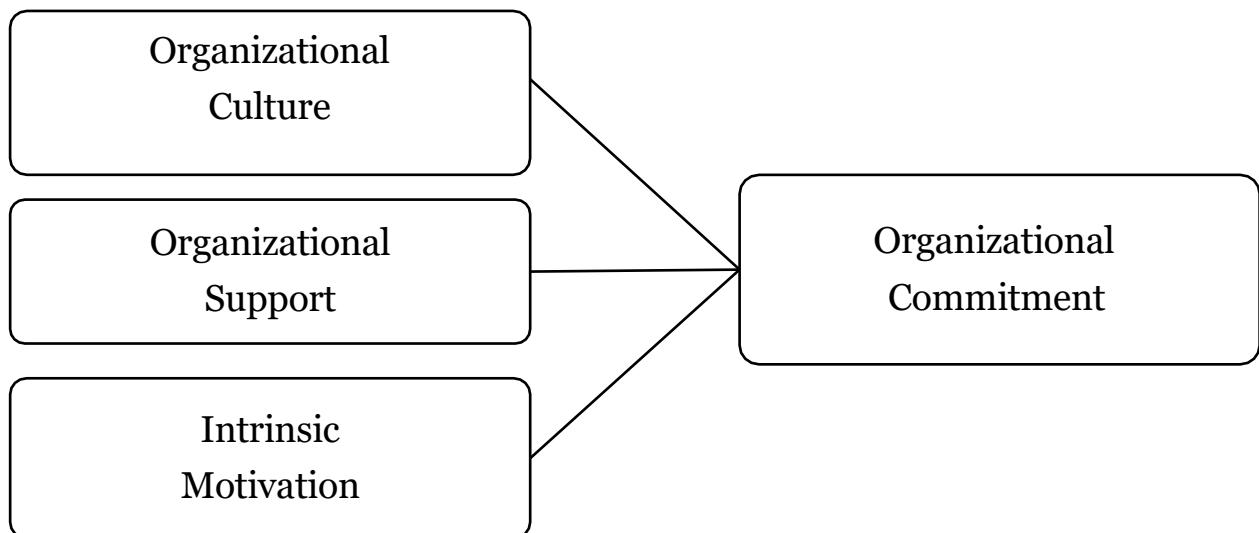
H1. There is a significant impact of organizational culture on organizational commitment.

H2. There is a significant impact of organizational support on organizational commitment.

H3. There is a significant impact of intrinsic motivation on organizational commitment

Conceptual Framework

Figure 1



Methodology

Research Methodology may be a strategy to discover out the result of a certain problem on an exact fabric or issue that's moreover said as investigate issue. In Methodology, analyst employments diverse criteria for solving/searching the given inquire about issue. Distinctive sources utilize distinctive kind of strategies for settling the problem. A *quantitative* approach is adopted to investigate this research. Explanatory research is a study design that looks into why something happens when there is limited evidence available. It can help you understand a topic better, figure out in what way or why a specific phenomenon happens, and forecast upcoming events. An *Explanatory* design is adopted to investigate this research. This research targets all kind of employees who are



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working in the banking sector. This research has used a non-probability, convenience sampling technique. In this method, data will be collected through questionnaires which will be circulated to the employees who are employed in the banking sector. Sample size means some people that are selected for the data collection from the total number of variables.

The formula used for sample size is $50(N+1)$, where the N represents the number of variables. Therefore it is $50(4+1) = 250$ respondents. So the sample size for this research is 250 respondents. Using a convenience sample approach, data from 250 employees in the banking industry will be gathered for this study. Convenience sampling is a non-probability technique that involves selecting easily available people, which may introduce bias. The instruments used in this research is based on construct. The questionnaire have been considered to comprise of five sections. Section A consists of demographic questions which is based on a nominal scale. The other four Sections deal with questions to help test the research hypothesis which is based on a five-point Likert Scale, with 1 representing “strongly disagree” and 5 represent “strongly agree”

S.no	Variables	Items	Citation
1	OC	5	(Suvacı & Bahar, 2018)
2	OS	5	(Oubibi, Fute, Xiao, Sun, & Zhou, 2022)
3	IM	5	(Alalade & Oguntodu, 2015)
4	OCMT	5	(Mowday & Steers, 2004)

Results and Discussions

Demographic Study

The demographic data offers information on the distribution of gender, age range, and qualifications among a sample of 261 people. For demographic study SPSS software has been used. Here is a comprehensive explanation of the data

Category	Sub Category	Frequency	Percent
Gender	Male	158	60.5
	Female	103	39.5
Age	18-25	163	62.5
	26-35	73	28.0
	36-45	20	7.7
	Above 45	5	1.9
	Qualification	Intermediate	54
	Graduation	127	48.7
	Masters	72	27.6



The number of participants has more males than females, with males contributing to more than 60% of the population. The number of participants is mostly composed of people aged 18 to 25, accounting for 62.5% of the population. The second largest age group is 26-35 years old, accounting for 28.0% of the population. The 36-45 and over 45 age groups had much lower representations, with 7.7% and 1.9%, respectively. Almost half of the group (48.7%) has a graduation degree. The next biggest group has a master's degree, comprising 27.6% of the overall population. Individuals with intermediate qualifications account for 20.7%, while those with a diploma make up the lowest fraction (3.1%).

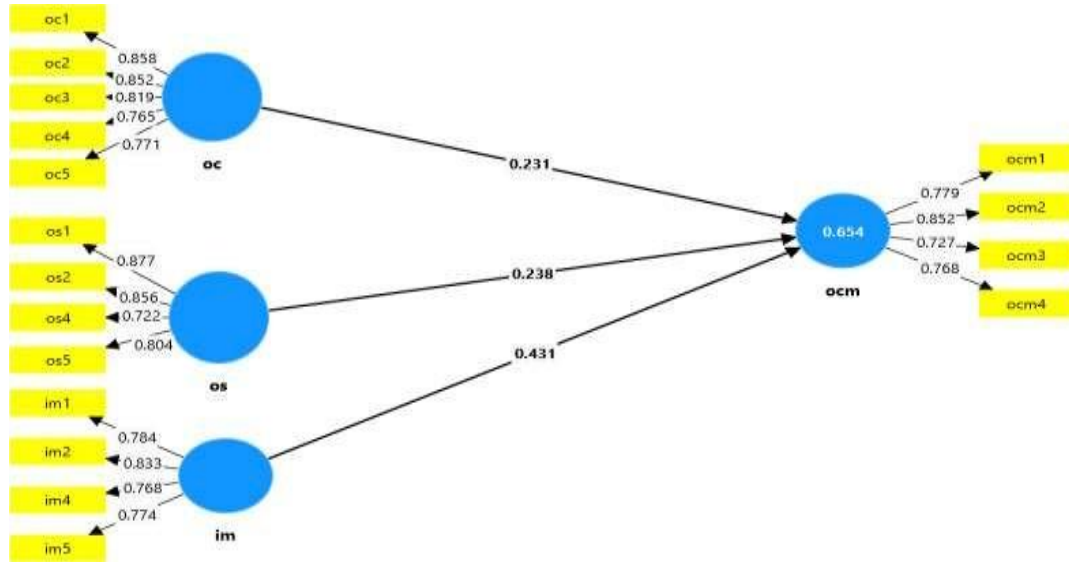
Testing of Hypothesis Using SEM

This study evaluated the evaluation model to assure the factors' validity and dependability. Furthermore, it used clever Partial Least Squares modeling, doing a PLS analysis to check convergent validity. The criteria for acceptance were an Average Variance Extracted larger than 0.5, regarded satisfactory, and a Composite Reliability above 0.7, rated acceptable. Following that, the methodology examined discriminant validity, highlighting the relevance of fragment assessments that were more than or equal to the square root of AVE. The R Square value, which measures the evaluation of endogenous and exogenous components, should be more than 0.1. According to (Ramayah, 2012), Cronbach's alpha coefficients more than 0.7 are considered to be good, while values greater than 0.5 are acceptable.

Measurement Model

This model uses a reflecting structure, which means that the arrows from the factors point to the Likert scale. The researcher used a measuring methodology to determine reliability and validity. They also used Smart PLS software, which ran the PLS method to test convergent validity. Discriminant validity was confirmed, demonstrating that the motivation in the segment surpasses and is equivalent to the square root of the average variance retrieved. The researcher also looked at the R-squared number, which represents the predicting of endogenous and exogenous factors. Factor loading was carried out using Smart PLS 3.2.8, as recommended by (Hair, Howard, & Nitzl, 2020), with outer loading greater than 0.7 for each item. Outer loadings in this investigation met the parameters set by (Hair, Howard, & Nitzl, 2020), with AVE preferably greater than 0.5, suggesting that the latent variable accounts for the majority of the variance in the marker. While AVE more than 0.5 is preferable, a tolerance of 0.4 is acceptable, given (Fornell & Larcker, 2017) argument that if AVE is less than 0.5 but composite reliability exceeds 0.6, convergent validity is still sufficient (Fornell & Larcker, 2017).

Figure 2



Convergent Validity

To evaluate reflective indicators, one examines convergent and discriminant validity. The estimate model must pass CV testing to establish the relationship among two variables. CV indicates how well various variables interact with one another. CV is confirmed if outer loadings for all items exceed 0.70, and the AVE for each construct is at least 0.5, as recommended by (Hair, Howard, & Nitzl, 2020). If AVE falls below 0.5 but CR exceeds the acceptable threshold of 0.6, considered acceptable.

Table 2

	Outer Loading	Composite Reliability	Average Variance Extracted (AVE)
OCMT 1	0.779		
OCMT2	0.852	0.863	0.612
OCMT3	0.727		
OCMT4	0.768		
OC 1	0.858		
OC 2	0.852	0.907	0.663
OC 3	0.819		
OC 4	0.765		
OC 5	0.771		
OS 1	0.877		
OS 2	0.856	0.889	0.668
OS 4	0.722		
OS 5	0.804		
IM 1	0.784		
IM 2	0.833	0.869	0.624
IM 4	0.768		
IM 5	0.774		



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The extracted outer loading, CR, and average variance are all explained in this table (AVE). It shows that all values larger than 0.5 imply accurate average variance extraction, and composite reliability values better than 0.7 suggest variables that are reliable and statistically significant.

Discriminant Validity

DV refers to the degree to which one construct differs experimentally from another (Hair, Howard, & Nitzl, 2020). DV can be related to the assistance of three following criteria:

- Fornell and Larcker (1981) criterion
- Heterotrait Monotrait Ratio (HTMT)
- Cross loading

(Henseler, 2015) Introduced the second criteria, the Heterotrait Monotrait Ratio, which is used to measure discriminant validity. HTMT assesses the correlation between constructs, with a suggested threshold of 0.85; values greater than this imply insufficient discriminatory validity. As a result, a value less than 0.85 is regarded as appropriate for discriminant validity. In this study, construct-specific HTMT correlation values are less than 0.85. Following (Fornell & Larcker, 2017) guidelines, the square root of the AVE is compared to the correlation of the latent construct. According to Hair Jr. et al. (2014), discriminant validity requires that each construct's square root of AVE exceed its own indicator. According to (Hair, Howard, & Nitzl, 2020), the square root of AVE for each construct should be greater than its correlation with other constructs, resulting in a higher variance with its own indicator.

Fornell & Larcker (1981)

	IM	OC	OCMT	OS
IM	0.79			
OC	0.66	0.814		
OCMT	0.755	0.685	0.783	
OCMT	0.72	0.712	0.713	0.817

Heterotrait – Monotrait **Table 4**

IM	OC	OCMT	OS
IM			
OC	0.785		
OCMT	0.869	0.815	
OS	0.874	0.833	0.871



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This table demonstrates that the construct-specific HTMT correlation values are less than 0.85. The discriminant validity claim is most likely accurate if the Heterotrait - Monotrait Ratio (HTMT) values are less than 0.9.

R- Square

It indicates the amount of variation in the dependent variable that is accounted for by the independent variable. As per (Miller, 1992) it should be greater than or equal to 0.1.

Table 5

	R-square	R-square
adjusted		
OCMT	0.654	0.65

This table shows that the value of R square is greater than 0.1 which considered satisfactory.

Q- Square

(Hair, Howard, & Nitzl, 2020); define predictive relevance (Stone-Geisser's Q^2) as the model's capacity to forecast each latent endogenous indicator of a variable. It also demonstrates the capacity of the acquired data to be replicated using the model and PLS parameters. The Blindfolding approach is used to estimate Q^2 using SMART-PLS. The example reuses the method. This technique excludes all parts of data and predicts the omitted section using the derived estimations. The blindfolding approach is used with endogenous variables that have reflecting measurements. (Hair, Howard, & Nitzl, 2020), found that if Q^2 is greater than zero, the endogenous variable has predictive value.

Table 6

Q^2predict	
OCMT	0.638

The predictive significance estimations that must be greater than zero (above zero) for variables to be declared dependent are shown in this table. The two types of initial Q-square results are redundancy and cross-validated commonality (Fornell & Larcker, 2017). This model OCMT value imply that it has little effect on the exogenous and variables. OCMT value is 0.638.

Boot Strapping

SMART-PLS used the bootstrapping approach to do route analysis. To test the model's validity, 5000 subsamples were created from the original dataset (Hair, Howard, & Nitzl, 2020). The route analysis was designed to investigate the importance of links between elements presented in the research, using a significance level of 5% (0.05). The results of Path analysis depicts the structural model which indicates the correlation among variables as the values of all variables are under 0.05 range.

Testing Hypothesis

When the outer model is assessed once, an inner model measurement is evaluated (Henseler, 2015). Now, PLS is being utilized to test a hypothesis.

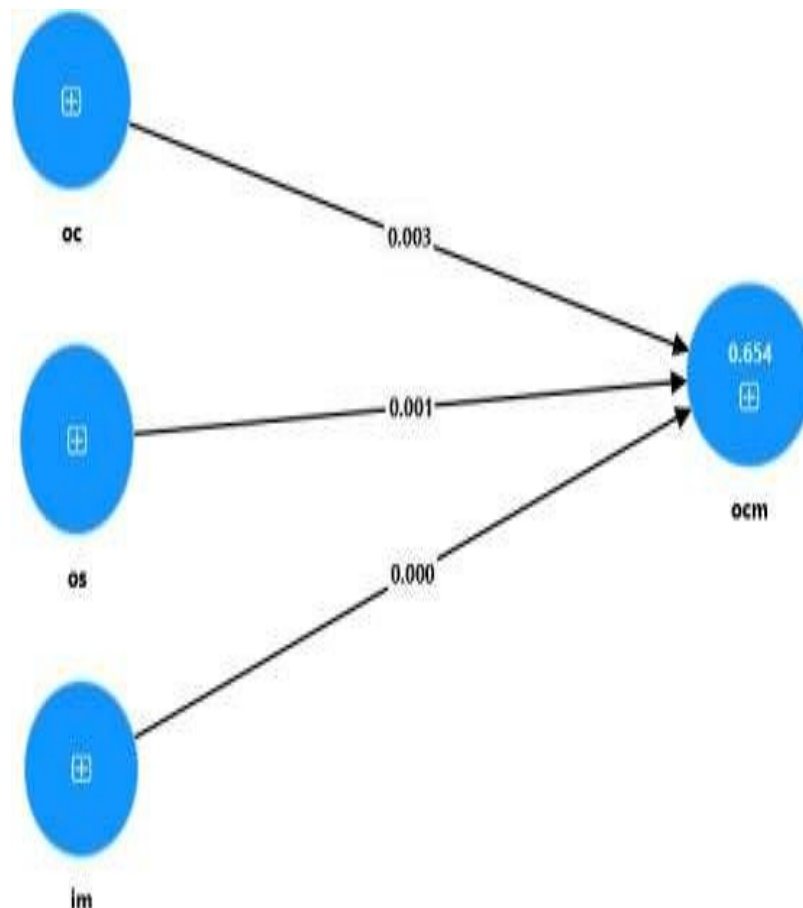


Table 7

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O/STDEV)	P values	Remarks
IM -> OCMT	0.431	0.424	0.073	5.893	0.000	Accepted
OC-> OCMT	0.231	0.243	0.079	2.944	0.003	Accepted
OS -> OCMT	0.238	0.233	0.072	3.284	0.001	Accepted

In Table, the illustration which is given on the base of refusal of hypothesis surrounded by criteria of P value benchmark of the P value is 0.05 as well as T Statistic greater than 1.96. As discussed in the chapter 2nd there are 3 hypotheses proposed. As per this Table all of the hypotheses were accepted.

Figure 3





Results Interpretation

The research outcomes offer a comprehensive analysis of the factors influencing OCMT, drawing on various statistical investigations. A pilot study and demographic analysis were first carried out to confirm the reliability of the research instruments and the sample's representativeness, as well as to validate the overall study design and data collection techniques.

The measurement model is examined using Smart PLS software, which confirmed convergent validity. All outer loadings are higher than 0.70, and the AVE for each construct are larger than 0.5, showing that the latent variables explained a considerable percentage of the variation. Furthermore, all CR values above 0.7, indicating the construct dependability.

The Fornell-Larcker criteria and the HTMT are used to assess discriminant validity. The square root of AVE for each construct exceeded the correlations with other constructs, meeting the Fornell-Larcker criterion, and all HTMT values are less than 0.85, showing good discriminant validity. OCMT has an R-Square value of 0.654, indicating that the independent variables (OC, OS, and intrinsic motivation) explained a significant percentage of the variation. The Q-Square value of 0.638 demonstrated the model's high predictive significance, proving its reliability in predicting OCMT. The path coefficient study demonstrated that IM, OC, and OS all has a strong beneficial impact on OCMT. IM was the most significant factor ($\beta = 0.431$, $p < 0.001$), followed by OS ($\beta = 0.238$, $p = 0.001$) and OC ($\beta = 0.231$, $p = 0.003$). The T statistics for all paths are larger than 1.96, validating the significance of these relationships. The study indicates that intrinsic motivation, OC, and OS significantly influence OCMT. These findings emphasize the necessity of creating a supportive company culture and providing enough assistance in order to increase employee commitment. The methodological rigor and statistical validation employed provide a solid framework for understanding the antecedents of OCMT

Discussion

The study's findings and related current literature are discussed further. All the hypotheses were reliable with the past studies, and all of them answered the study questions. The outcomes of the hypotheses and their significance from the past studies and the research questions are addressed in the next section.

Hypothesis 1 stating that predictor OC is positively and significantly impact OCMT was accepted (path coefficient = 0.231, $p < 0.003$). This suggests that a better OC correlates with higher levels of OCMT among employees. A friendly and pleasant culture fosters employees' sense of belonging and alignment with organizational values, which increases their commitment. When employees consider the culture to be open-minded, transparent, and friendly, they are more likely to form strong emotional attachments to the organization, resulting in higher levels of commitment.

Hypothesis 2 stating that predictor OS is positively and significantly impact OCMT was accepted (path coefficient = 0.238, $p < 0.001$). This implies that when employees experience greater support from their organization, they are more committed to the organization. Another important predictor of OCMT is OS. Employees who feel supported by their organization, whether through resources, recognition, or fair treatment, are more likely to respond with more commitment. Support can take many forms, including sufficient training, career growth opportunities, and emotional support, all of which help employees feel appreciated and inspired to stay with the organization.



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Hypothesis 3 stating that predictor IM is positively and significantly impact OCMT was accepted (path coefficient = 0.431, $p < 0.000$). This shows that employees with stronger intrinsic motivation are more likely to demonstrate greater OCMT. Genuinely motivated employees find their work to be exciting and gratifying, which leads to higher levels of engagement and dedication. This internal motivation to succeed, as well as the satisfaction gained from the work itself, are critical for long-term commitment. Employees who are intrinsically motivated are more likely to be loyal and committed to the organization's success.

Conclusion

This study intended to evaluate the elements that influence OCMT in Karachi, specifically focus on OC, OS, and intrinsic motivation. Thorough statistical study revealed that all three independent factors had a significant and positive relationship with OCMT. The findings highlight the importance of OC in building commitment among employees towards their organization. A good, inclusive, and supportive culture fosters a sense of belonging among employees, therefore increasing their commitment to the organization. The study found that OS is a significant factor of OCMT. Employees are more likely to remain loyal to their organization if they believe they receive appropriate resources, support, and opportunity for professional growth. Moreover, studies have shown that IM, including aspects like autonomy in work, diverse skills utilization, and task relevance, positively impacts OCMT. When employees perceive their work as meaningful and are provided opportunities for growth and development, they tend to exhibit greater commitment. The study reveals that organizations that want to increase employee commitment should focus on developing a strong corporate culture, providing sufficient support, and encouraging intrinsic motivation. These qualities not only increase commitment, but they also help with overall organizational success and staff retention. The study emphasizes the necessity for organizations in Karachi, and maybe abroad, to prioritize these factors in order to produce a dedicated and motivated workforce.

Areas for Future Research

Future study may use a longitudinal design to investigate how changes in OC, support, and intrinsic motivation over time affect OCMT. Comparative studies between different cities or sectors may give a more comprehensive knowledge of the elements driving OCMT. Future research should look into other possible predictors of OCMT, such as leadership styles, work-life balance, and job satisfaction.

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