

Perceived Organisational Support and Organisational Commitment among Oil and Gas Offshore Employees in Malaysia

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Abstract

With the fast growth of business and rapid changes in the economic landscape, organisational commitment remains an important subject to be discussed in any part of an organisation. Thus, the present study examines the effects of perceived organisational support on organisational commitment among offshore employees in Malaysia. A study was conducted by distributing online questionnaire via Google Forms among offshore employees. A total of 246 completed responses were collected, and data collected were then analysed using PLS-SEM 3.3.2. The outcomes suggest that all dimensions of perceived organisational support have a significant relationship towards organisational commitment among offshore employees in Malaysia, except for supervisor support.

Keywords: organisational commitment, perceived organisational support, oil and gas, offshore

1. Introduction

For several decades' numerous studies on organisation commitment have been conducted. Organisational commitment refers to employees' sense of attachment and belonging that they feel towards the organisation (Newstrom, 2015). It reflects the commitment experience that stemmed from the daily work activities (Beardwell & Thompson, 2014). There are three distinct types of organisational commitment: affective commitment, normative commitment, and continuous commitment. Affectively committed employees indicate they are emotionally attached to the organisation; continuance commitment is linked to the level of commitment whereby the employee feels it is costly to leave the organisation; and normative commitment refers to how much the employee feels obligated to stay in the organisation (Meyer & Allen, 1991). So far, studies conducted are mostly related to the dimension of affective commitment. Moreover, there are less studies being conducted in the oil and gas industry in Malaysia context. Thus, this study would offer a fresh and clear perspective in Malaysia's context, specifically in the offshore environment. This study is exploratory in nature, which will investigate the relationship between perceived organisational support and organisational commitment dimensions.

2. Literature Review

2.1 Organisational Commitment

There have been many definitions of organisational commitment suggested by numerous authors since studies on organisational commitment started. For instance, Becker suggested that commitment emerges when one makes a side-bet based on the main activity (Becker, 1960). Organisational commitment is understood as individuals' willingness in rendering loyalty and energy to social systems, personality systems attachment to social relations, or self-expressive (Kanter, 1968). Also, organisational commitment is where organisational and individuals' goals become united or corresponded (Hall, Schneider, & Nygren, 1970). Determining organisational commitment is assessing the correspondence between individuals and the organisation's beliefs and values (Swales, 2002). Numerous studies had investigated on how organisational competitiveness and efficiency—in an institution, a company, or a

political organisation—can be further improved; the researchers decided that workers' organisational commitment is a critical predictor to its successful performance (Farid, Izadi, Ismail, & Alipour, 2015). The willingness of the employees to contribute to the goals of the organisation is known as organisational commitment. Employees' level of commitment level to stay with their organisation would increase if they are confident that they will grow together with their employer (Okpara, 2004). Another definition describes organisation commitment as an affective attachment of organisational values and goals to individuals' role values and goals, instrumental worth (Buchanan, 1974). Meanwhile, commitment behaviours refer to socially accepted behaviours and surpass normative and/or formal anticipations that linked to the object of commitment (Wiener & Gechman, 1977). Despite the various definition, the earlier definitions are mostly focused on commitment-related behaviours, which has evolved to include the perspective of personal attitude. Attitudinal commitment usually consists of a reciprocity relationship; employees ascribe themselves to the organisation for payments or rewards from the organisation (March & Simon, 1958). Organisational commitment is also being described as a psychological mindset of the workers who identified themselves with their organisation and reflected the need and desire, and/or a responsibility to preserve affiliation with the organisation (Allen & Meyer, 1990; Blau & Boal, 1987; George, Reed, Ballard, Colin, & Fielding, 1993). Allen and Meyer (1990) conceptualised organisational commitment into three dimensions, namely normative commitment, affective commitment, and continuance commitment; the current study will adopt this definition.

2.1.1 Affective Commitment

This dimension is deemed an essential determinant of employees' willingness to remain with their organisation and support the organisational goals (Klein, Becker, & Meyer, 2009; Meyer & Allen, 1997). Employees display this type of commitment by remaining with their organisation voluntarily. They are not only emotionally attached but identified and deeply involved with the organisation. In a nutshell, affective commitment comprises individual characteristics, work experience, and organisational structure (Allen & Meyer, 1990). Due to similar values, in this type of commitment, organisation and individuals are interacting positively (Shore & Tetrick, 1991). A research carried out among workers of the prison revealed how employees' having autonomy or more control over their work environment leads to the weak effect of perceived organisational support on the level of affective commitment (Aubé, Rousseau, & Morin, 2007). The control level of employees' feelings could be due to personality or the work design, allowing for more autonomy; hence, leading to employees' capability in performing their assigned tasks with minimal guidance or control from superiors or the management. Strong commitment employees want and need works; thus, they willingly remain with their organisations (Meyer, Allen, & Smith, 1993). Studies that focused on employees' work experience posited that when workers found their work experience and expectation reliable, and all the basic needs fulfilled, they were likely to have a stronger affective attachment towards their organisation (Dunham, Grube, & Castañeda, 1994; Hackett, Bycio, & Hausendorf, 1994; Meyer et al., 1993). Accordingly, in the presence of high level of work autonomy, support strategies should be the organisations top priority

while hoping that the strategies would motivate and boost workers' affective commitment (Aubé et al., 2007; Aggarwal-Gupta, Vohra, & Bathnagar, 2010). Employees having stronger affective commitment were more adaptive to changes within the organisation because they were more involved and attached emotionally to the organisation, provided the change initiatives were deemed advantageous to the organisation (Yousef, 2000). Evidently, organisational commitment is a reciprocating relationship between organisation and employees, while commitment is the outcome of the effort of employees, in return for rewards, either symbolic or material (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Consequently, employees with a high level of perceived organisational support are expected to display a high level of affective commitment towards their organisations as well.

2.1.2 Normative Commitment

Employees' obligation to remain with their employment is known as normative commitment (Allen & Meyer, 1990). This type of commitment suggests that employees' strong normative commitment lead to their decision to stay with an organisation as it is the "right and moral" thing to do (Meyer & Allen, 1991). According to Wiener and Gechman (1977), the development of this type of commitment began at early socialisation with their family and culture, and when they initially joined the organisation. Likewise, the "psychological contract" between organisations and employees might lead to normative commitment (Roussseau, 1995). Another view on normative commitment is that it is the result of feeling indebtedness to the organisation because of the rewards awarded to employees (Scholl, 1981). A study conducted in the public sector found a negative relationship between normative commitment and uncertainty and conflicting role. Workers with high levels of uncertainty and role conflict tended to possess a lesser emotional attachment, do not share the organisational goals and values or feeling less obligated to stay in the public sector (Addae, Praveen Parboteeah, & Velinor, 2008). However, a study by San Martín (2008) revealed that solidarity and satisfaction somewhat affected the employees' normative commitment; the sense of fulfilment in work and responsibilities showed a significant negative influence on normative commitment. A plausible explanation is that employees who were satisfied with their work would feel more connected to the organisation and less obligated to work; hence, feeling more laid back and thinking minimal effort is required to keep a good working relationship (San Martín, 2008).

2.1.3 Continuance Commitment

Continuance commitment complements affective organisational commitment. This commitment thought employees remain with a company because they do not want to lose the benefits or accept wage reduction and unable to get a job replacement (Murray, Gregoire, & Downey, 1991). This type of commitment is evidenced when employees choose to stick with the organisation out of necessity (Allen & Meyer, 1990). This feeling of need could be due to employees' advancement; a tenure and employees' acknowledgement of their contribution to the organisation in terms of effort and time, and the increased cost of leaving the organisation (Currie & Dollery, 2006). A few studies showed the relationship between unceasing commitment and tenure and age (Currie & Dollery, 2006; Kwantes, 2009). When employees

advanced in their employment, they would consider their invested effort, time, and knowledge, leading to a perception of the increased cost of leaving the organisation (Currie & Dollery, 2006). Thus, given that perceived cost-benefit analysis is the base for continuous commitment, it is unlikely that this type of commitment would lead to high job performance (Iles, Forster, & Tinline, 1996). However, another research showed that higher performance is expected when the perceived cost of employment termination is high (Suliman & Iles, 2000). In a nutshell, employees would do their best or do what needs to be done to assure their spot in an organisation, especially during an economic downturn, for their survival.

2.2 Perceived Organisational Support

Perceived organisational support refers to employees' beliefs of how much the organisation appreciates their contribution and concerned about their well-being (Eisenberger et al., 1986). The Organisational Support Theory (OST) (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011) suggests that employees formed a overall perception of how much organisation appreciates their contributions and cares about their well-being. Perceived organisational support emphasised that workers develop a general perception regarding organisation appreciation of their contribution and concerned about their well-being to meet socio-emotional needs and to assess the benefits of increased work effort. Employees' sense of obligation in helping the government to achieve its targets and their level of commitment and expectation of rewards for better performance will increase because of perceived organisational support (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). According to previous research, perceived organisational support can be explored from three perspectives: co-workers/peers support, supervisor support, and management support (Woo, 2009). "Organisational support "is not restricted to the organisation only; it covers the agents as well. Agents are those who carry out tasks, such as co-workers or peer and supervisors, are the organisation itself and their action represent those of the organisation; agents' feelings and wishes the feeling and wishes of the organisation (Levinson, 1965).

2.2.1 Management Support

Management support generally means support from the organisation, and the most widely used and accepted definition of organisational support was given by Eisenberger et al. (1986). They define "organisational support" as "employees' perception of the degree to which the organisation values their contributions and cares about their well-being". Kiewitz, Restubog, Zagencyk, and Hochwarter (2009) emphasis on the importance of research on organisational support factors because failure to meet its obligation towards their employees will lead to the decrease in the level of perceived organisational support among its employees. A similar conclusion was made by Ahmed, Wan Ismail, Mohamad Amin, and Ramzan (2012) and Coyle-Shapiro and Conway (2005) when their findings revealed that incentive encouragements offered by the organisation would cause employees to form positive feeling towards organisational support. In short, it is evidenced that there is a strong relationship between incentive encouragement and employees' perception of organisational support. Therefore, it can be deduced that the relationship between an organisation and its employees resulted in employees' perception of organisational support, as noted by Eisenberger et al.

(1986). The relationship formation is based on the exchanges between employees and the organisation. For support rendered by the organisation, employees give their commitment in return. The basic construct for the antecedents of perceived organisational support is the exchange relation, as described in Social Exchange Theory (SET). According to Blau (1964), exchange relation—social or economic exchange—evolved from future expectations, but with different nature and time frame. Economic exchange is contractual and dependent on a certain time frame. Meanwhile, social exchange is casual, open-ended, and long-term relationships; grounded on an unwritten commitment to “reciprocate” (Blau, 1964; Gouldner, 1960). Ahmed et al. (2012), Chou and Robert (2008) and Woo (2009), explained that perceived organisational support comprises three constructs: co-workers’ support, supervisor support, and management support. Thus, this study predicts the relationship between management support and organisational commitment (affective, normative, and continuance commitment), as follows:

H1: Management support will be significantly related to affective commitment

H2: Management support will be significantly related to normative commitment

H3: Management support will be significantly related to continuance commitment

2.2.2 Supervisor Support

An organisation typically comprises a group of people who strive to achieve a common purpose or goal. Employees are required to interact with relevant parties, such as the management, supervisors, co-workers and subordinates to get things done, of which, among them, supervisors are the dominant party with a certain degree of influence on employees. Supervisors role is bridging the gap between employees and the management (Jokisaari & Nurmi, 2009). Every action carried out by the supervisors is considered an action of the organisation as supervisors are agents representing the organisation. Eisenberger et al. (1986) stated that employees view an organisation as a person; thus, its actions are deemed a person’s actions. Likewise, agents carrying out a task on behalf of the organisation are an organisation themselves; thus, their actions will be the actions of the organisation. According to Levinson (1965), agents’ wishes and feelings are the organisation’s feelings and wishes. Kottke and Sharafinski (1988), cited evidence from the literature that employees’ appraisal from their supervisor or leader or senior, is linked to “supervisor support”. The term “supervisor support” is parallel to the opinion of Levinson (1965), who argued that employees view their supervisor positively or negatively or positive, and that supervisor support indicates organisational support. Employees will have a positive perception regarding organisational support if the supervisors are supportive; conversely, an unsupportive supervisor will render a negative perception towards the organisation. Many researchers corroborated this view, such as Rhoades and Eisenberger (2002) and Rhoades, Eisenberger, and Armeli (2001). Supervisors are also a leader; they are expected to be available for the employees, as a leader is towards his or her followers. Employees need supervisors to guide them in performing their tasks, as emphasis by Brown and Duguid (1991). They suggest that leadership consists of skills, internal capabilities, honesty, experience, and personality, with authority and generally accepted by followers and co-workers. Similarly, Harvey, Royal and

Stout (2003) asserted that the main purpose of leadership is to achieve certain goals. Wayne, Shore and Liden (1997) concluded that supervisor support greatly affected employees' perception towards organisational support. Thus, it is safe to say that employees and their supervisors are in an exchange relationship. The current study takes into account these arguments, and consider management support and supervisor support as the components of the constructs of concept that define perceived organisational support. Thus, this study anticipates that supervisor support is related to organisational commitment (affective, normative, and continuance commitment); hence, the following hypotheses:

H4: Supervisor support will be significantly related to affective commitment

H5: Supervisor support will be significantly related to normative commitment

H6: Supervisor support will be significantly related to continuance commitment

2.2.3 Co-workers Support

Eisenberger et al. (1986) argued that employees' perception of an organisation is similar to a human being, and its actions reflect the actions of a human being. Correspondingly, agents who act on behalf of the organisation are themselves the organisation, and their actions are the actions of the organisation. Earlier, Levinson (1965) proposed agents' moods and demands reflect the organisation's moods and demands. The concern showed by the management or employees indicates the government's concern. This notion does not exclusively apply to a leader or supervisor; colleagues or employees are considered agents of the organisation, and a representative of the organisation as well. Accordingly, it can be suggested that the organisation and its employees are having an agency relationship. From an employee standpoint, there are two types of representative or agent of an organisation, namely the leader or supervisor, and peers or co-workers. Therefore, organisational support consists of management or organisation support, supervisor support, and peers or co-workers' support. The cited literature provides evidence that shows peers or co-workers support could positively influence employees' perception of organisational support. Thus, this study proposed the possibility of a relationship between co-workers' support and organisational commitment (affective, normative and continuance commitment); hence, the following hypotheses:

H7: Co-worker support will be significantly related to affective commitment

H8: Co-worker support will be significantly related to normative commitment

H9: Co-worker support will be significantly related to continuance commitment

3. Data and Methodology

A pilot study was conducted involving 246 respondents; however, only 234 samples fulfilled all criteria. The questionnaires were distributed to respondents by region within Malaysia, namely Peninsular Malaysia, Sarawak, and Sabah. Data were gathered by means of an online questionnaire and blasted to the oil and gas operators' management, who then disseminated the online questionnaire via Google forms to their permanent offshore employees. A cover

letter/consent form was included in the survey, which describes the study’s purpose to the participants. Participants need to complete the questionnaire as part of the study on employee engagement and perceived organisational support. Participation was strictly voluntary, and they were guaranteed of the confidentiality of their responses. Table 1 presents the respondents’ demographic information.

Table 1. Respondent’s Demographic information

Variable		Frequency	Per cent (%)
Gender	Male	211	90.2
	Female	23	9.8
Marital Status	Single	48	20.5
	Married	184	78.6
	Widow	1	0.4
	Widower	1	0.4
Education	Doctorate	0	0.0
	Master	6	2.6
	Degree	70	29.9
	Diploma	98	41.9
	Others	60	25.6
Race	Malay	91	38.9
	Chinese	15	6.4
	Indian	2	0.9
	Sabah Natives	71	30.3
	Sarawak Natives	38	16.2
	Others	17	7.3
Offshore Working Tenure	Less than 2 years	30	12.8
	From 2 - 5 years	49	20.9
	More than 5 years	155	66.2

3.1 Conceptual Framework

The present study aims to investigate the relationship of each dimension of perceived organisational support, which consists of co-workers’ support, supervisor support, and management support, with organisational commitment, which comprises affective, normative, and continuance commitment, as illustrates in Figure 1.

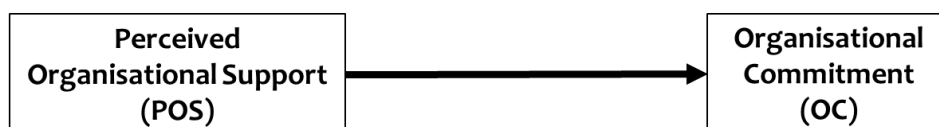


Figure 1. Conceptual framework

3.2 Estimation Procedure

There are three parts of the survey questionnaire. Part 1 is to collect the respondents’

demographic data. Part 2 is to measure perceived organisational support by using 12 items taken from Rhoades et al. (2001) for management and supervisor support dimensions, and six items were adopted from Hammer, Saksvik, Nytrø, Torvatn, and Bayazit (2004) for co-workers' support dimension. Part 3 is to measure organisational commitment, which contains 23 items that were adapted and adopted from Jaros (2007), and divided into three subscales: affective, normative, and continuance commitment as shown in Table 2.

Table 2. Measurement and sources

Construct	Dimension	Source
Organisational Commitment	Affective Commitment	Jaros (2007)
	Normative Commitment	
	Continuance Commitment	
Perceived Organisational Support	Management Support	Rhoades and Eisenberger (2002)
	Supervisor Support	Rhoades and Eisenberger (2002)
	Co-workers Support	Hammer et al. (2004)

3.3 Statistical Analysis

By using the Partial Least Square (PLS) approach, a two-stage data analysis was conducted. The first stage is the assessment of the reflective, and formative measurement model to determine the items of the measurement relation to the constructs. Stage two is the testing of structural model estimation for hypothesis testing purpose.

3.4 Measurement Model

In order to test the measurement reliability and construct validity (i.e., convergent validity and discriminant validity), several analyses were performed. Table 3 and Table 4 show the tests' results, which generally suggest that convergent validity and discriminant validity are adequate.

Table 3. Convergent validity for the reflective measurement model

Variable	Dimension	Item	Loadings	CR	AVE
Organisational Commitment	Affective Commitment (AC)	AC1	0.805	0.925	0.607
		AC2	0.743		
		AC3	0.677		
		AC4	0.756		
		AC5	0.857		
		AC6	0.665		
		AC7	0.829		
		AC8	0.874		
	Normative Commitment (NC)	NC1	0.718	0.942	0.699
		NC2	0.848		
		NC3	0.820		
		NC4	0.867		
		NC5	0.859		
		NC6	0.858		
		NC7	0.873		
	Continuance Commitment (CC)	CC1	0.468	0.894	0.595
		CC2	0.791		

		CC3	0.900		
		CC4	0.918		
		CC5	0.814		
		CC8	0.640		
Perceived Organisational Support	Management Support (MS)	MS1	0.883	0.961	0.756
		MS2	0.890		
		MS3	0.925		
		MS4	0.878		
		MS5	0.870		
		MS6	0.876		
		MS7	0.770		
		MS8	0.857		
	Supervisor Support (SS)	SS1	0.925	0.970	0.890
		SS2	0.951		
		SS3	0.947		
		SS4	0.951		
	Co-workers Support (CS)	CS1	0.900	0.958	0.791
		CS2	0.919		
		CS3	0.870		
		CS4	0.837		
CS5		0.891			
CS6		0.916			

Note: Due to poor loading, items CC6 and CC7 were deleted (Hair, Black, Babin, & Anderson, 2010, & Hair, Hult, Ringle, & Sarstedt, 2014)

Table 3 shows the values of composite reliability that ranged from 0.894 to 0.970, which were more than the suggested value of 0.70 (Hair et al., 2010; Chin, 1998). The values for average variance extracted (AVE) were within the range of 0.595 to 0.890 (see Table 3), exceeded the recommended threshold value of 0.50 (Hair et al., 2010). Collectively, the results suggest an acceptable construct validity for all constructs in this study.

Table 4. Discriminant validity

	AC	CC	CS	MS	NC	SS
AC	-					
CC	0.866	-				
CS	0.456	0.461	-			
MS	0.654	0.642	0.455	-		
NC	0.821	0.856	0.492	0.649	-	
SS	0.478	0.405	0.470	0.642	0.451	-

Table 4 provides the outcomes of discriminant validity test where the square root of the values of AVE for each latent variable was higher than the correlation values between the variables. Thus, based on the HTMT criterion, the results indicate that the variables' discriminant validity is adequate, at HTMT_{.90} (Gold, Malhotra, & Segars, 2001).

3.5 Structural Model

In this section, the structural model testing will determine whether the data collected support the hypothesised relationships will be deliberated, which begin with the direct effects testing.

In order to conduct the tests, the constructs' standard errors were obtained by bootstrapping the sample 5000 times (Henseler, Ringle, & Sinkovics, 2009). The t-test results were generated from the bootstrapping process to determine the path model relationships' significance. The path coefficient (Std. Beta) and the coefficient of determination (R^2) statistics were used as the indicators. Cohen (1988) suggests to assess R^2 values for endogenous latent variables according to the following criteria: 0.26 is substantial, 0.13 is moderate, and 0.02 is weak. Meanwhile, according to Cohen (1988), to assess the effect size, the assessment of the f^2 values for endogenous latent variables is based on the subsequent criteria: 0.35 is large, 0.15 is medium, and 0.02 is small. Besides evaluating the magnitude of the R^2 values as a criterion of predictive accuracy, Q^2 value can be examined as well, whereby Q^2 value serves as an indicator for the model's predictive relevance. A PLS-SEM model that shows predictive relevance accurately predicts the indicators' data points in multi-item reflective measurement models and single-item endogenous constructs. For the SEM model, if the Q^2 values for a specific reflective endogenous latent variable are bigger than zero, it indicates the predictive relevance of the path model for a certain construct. On the contrary, if the Q^2 values are zero or below, it implies a lack of predictive relevance (Hair et al., 2014).

4. Results

Based on the results in Table 5, management support is found to be significantly related to all organisational commitment dimensions, namely affective commitment ($\beta = 0.497$, t-value = 5.317, $p < 0.05$), normative commitment ($\beta = 0.501$, t-value = 7.406, $p < 0.05$) and continuance commitment ($\beta = 0.529$, t-value = 6.369, $p < 0.05$). In addition, supervisor support is found to be insignificantly related to all organisational commitment dimensions, namely affective commitment ($\beta = 0.064$, t-value = 0.678, $p > 0.05$), normative commitment ($\beta = 0.009$, t-value = 0.140, $p > 0.05$) and continuance commitment ($\beta = -0.045$, t-value = 0.488, $p > 0.05$). Furthermore, co-workers support is found to be significantly related to all organisational commitment dimensions, namely affective commitment ($\beta = 0.203$, t-value = 2.687, $p < 0.05$), normative commitment ($\beta = 0.247$, t-value = 3.581, $p < 0.05$) and continuance commitment ($\beta = 0.232$, t-value = 3.238, $p < 0.05$). Thus, all six hypotheses (H1, H2, H3, H7, H8 and H9) are supported, while H4, H5, and H6 are not supported.

Table 5. Hypothesis Testing for Direct Effect

HYPOTHESIS	DIRECT EFFECT	STD. BETA	STD. ERROR	T-VALUES	P-VALUES	DECISION	5% LL	95% UL
H1	MS → AC	0.497	0.094	5.317	0.000*	Supported	0.334	0.645
H2	MS → NC	0.501	0.068	7.406	0.000*	Supported	0.388	0.609
H3	MS → CC	0.529	0.083	6.369	0.000*	Supported	0.392	0.666
H4	SS → AC	0.064	0.097	0.678	0.249	Not Supported	-0.093	0.227
H5	SS → NC	0.009	0.080	0.140	0.444	Not Supported	-0.120	0.143
H6	SS → CC	-0.045	0.090	0.488	0.313	Not Supported	-0.182	0.114
H7	CS → AC	0.203	0.073	2.687	0.004*	Supported	0.076	0.315
H8	CS → NC	0.247	0.068	3.581	0.000*	Supported	0.128	0.351
H9	CS → CC	0.232	0.070	3.238	0.001*	Supported	0.109	0.340

Note: * p -value < 0.05 , t-value > 1.645 (one-tailed) as per Hair et al., (2017)

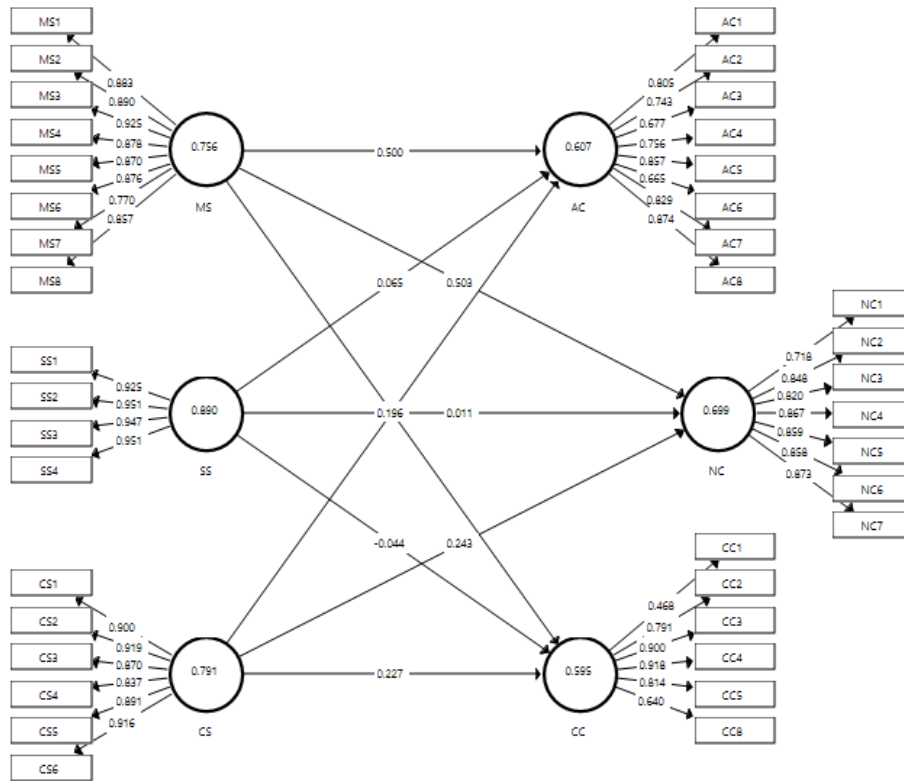


Figure 2. The PLS Structural Model

Table 6. Effect size and Predictive Relevance

HYPOTHESIS	DIRECT EFFECT	F ²	R ²	VIF	Q ²
H1	MS → AC	0.258	0.422	1.695	0.402
H2	MS → NC	0.262	0.421	1.696	0.406
H3	MS → CC	0.278	0.395	1.695	0.375
H4	SS → AC	0.004		1.719	
H5	SS → NC	0.000		1.719	
H6	SS → CC	0.002		1.719	
H7	CS → AC	0.051		1.322	
H8	CS → NC	0.078		1.322	
H9	CS → CC	0.065		1.322	

As shown in Table 6, R² values are beyond 0.26, indicating their significance. For affective commitment, the R² is 0.422, suggesting that 42.2% of the variance in affective commitment can be explained by perceived organisational support dimensions. Additionally, the R² for normative commitment is 0.421, suggesting that 42.1% of the variance in normative commitment can be explained by perceived organisational support dimensions. Similarly, for continuance commitment, the R² value is 0.395, suggesting that 39.5% of the variance in continuance commitment can be explained by perceived organisational support dimensions. In addition, with respect to effect size, the f² values shows medium to large effect size for management support (f² = 0.258 – 0.278). Meanwhile, the f² values shows a small effect size for supervisor support (f² = 0.000 – 0.004) and co-workers support (f² = 0.051 – 0.078).

Given the range of Q^2 values for all organisational commitment dimensions, namely affective, normative and continuance commitment, is between 0.375 and 0.406, exceeding the zero value, the result renders further support to the endogenous constructs' predictive relevance.

4. Discussion

Based on the findings, all the hypotheses except for H4, H5 and H6 gave the expected results; hence, supporting the notion that by having a high level of perceived organisational support, employees will reciprocate leading to the increased level of organisational commitment. In general, the study's findings highlighted that there is a lack of supervisor support for offshore employees, which lead to an insignificant relationship in all organisational commitment dimensions. This finding is supported by Harun, Salleh, Memon, Baharom, and Abdullah (2014), whereby their study also found the existence of a social gap between employees of a lower level and those in executive level at the site, which consist of Platform Supervisor, Senior Operation Supervisor, and Operation Supervisor. Moreover, the study highlighted that supervisor support has the smallest effect size compared with management support and co-workers' support. Management support has a small to medium effect size towards organisational commitment, which corroborate the finding by Eisenberger et al. (1986) that higher management will have higher impact compared with lower management. Co-workers support has a small effect size but higher than supervisor support; this finding is in a similar vein with the research finding by Eva, Meacham, Newman, Schwarz, and Tham (2019) that co-workers can be used to supplement the lack of supervisor when required. Due to the offshore environment, employees tend to share their concerns or issues with peers instead of supervisors. Thus, supervisors who are mostly at the offshore need to be seen as providing adequate support while performing his duty. Support may be offered through various ways, such as listening to employees' idea or concern, providing necessary resources for them to complete a task efficiently and safely, offering assurance, especially on the safety aspect while carrying out their duty on the platform, and promoting work-life balance to ensure employees mental health is cared for. As with other studies, this study has encountered several limitations. Data were collected among employees working at the oil and gas offshore facilities within Malaysia. Thus, the findings' generalisability might apply to other industries in Malaysia. Since the study was conducted among employees in the offshore environment, the context of the study is also different from that of employees working in the onshore environment. Therefore, it is proposed that future research should replicate this study in other industries to generalise the findings further. Also, for future studies, it will be interesting to explore employee engagement role in mediating the relationship between perceived organisational support and organisational commitment at offshore facilities.

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