Mediating Role of Organizational Commitment between Perceived Organizational Support and Employee Perception in Public Sector Universities

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ABSTRACT

This research aims to examine the mediating role of organizational commitment between perceived organizational support and employees' perceptions of unethical pro-organizational behavior in public sector universities. The sample of 233 individuals from public sector universities in Sindh and Baluchistan was collected using non-probability purposive sampling. Data was collected using an adapted five-Likert scale questionnaire. The primary technique for data analysis was PLS-SEM using SMART-PLS 4.0. The findings demonstrated the critical role of organizational commitment in public sector institutions and how it acts as a bridge between perceived corporate support and employee perception. However, job security and organizational trust's moderating effects in the study were not substantiated. Public universities also face particular difficulties in creating an organizational commitment culture, which mediates employee perception and perceived support. Employees obey management's directives and stick to established procedures, which promotes growth and generates creative ideas. This study concludes that organizational commitment is crucial in public sector universities in mediating the relationship between perceived support and employee perception. It helps in growth constructively and fosters creativity. Perceived organizational support contributes to building commitment, and providing a supportive work environment, above all, it boosts employee well-being. The research's findings will be useful in policy and decision-making processes in public sector institutions

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1.   Introduction

Organizational commitment has been studied from a different perspective by scholars. The majority of research endeavors center around organizational commitment as both an independent and dependent variable. Despite this, there have been studies on the function of organizational commitment as a mediator. However, the mediating role of organizational commitment has been glanced at as very low. Organizational commitment has been found in the literature with different constructs in different combinations of the variable. Strongly committed employees are found least likely to be away from the organization (Ahmad, 2018; Amin, 2022; Cao, Liu, Liu, Yang, & Liu, 2019; Naz et al., 2020; Pratama, Suwarni, & Handayani, 2022). The focus of this study is to examine the role of organizational commitment as a mediator with all dimensions like affective, continuance, and normative commitment to unethical pro-organizational behavior as a dependent and perceived organization support, employee perceptions as an independent variable (Adnan, Nhaily, & Wang, 2018; Allen, 1992; K. Y. Kim, Eisenberger, & Baik, 2016). The moderating role of organizational trust and job security among perceived organization support, employee perception, and organizational commitment are serious concerns of this study.

The variable commitment was first developed by Meyer and Allen (1987), with all three dimensions named Affective, Continuance, and Normative, respectively. All dimensions have a relationship of employees with the organization, separately concerning its nature of influence in the organization. Additionally, strong, effective, and committed employees remain in the organization because they desire to be; Strong, Continuance committed employees are in the organization because they need to be, and strong normative committed employees feel that they ought to be in the organization. All three dimensions have distinguishable characters from one another. Each dimension of commitment can be experienced by the employees depending upon the relationship an employee has with the organization. An employee may use one of these independently and also may experience any two of these dimensions; similarly, all can be experienced collectively (Meyer & Allen, 1987). Unethical pro-organization behavior is described as an illegal and unacceptable act not favored by the larger community in the work environment (Jones & Johnston, 2000). Further unethical pro-organization behavior is similarly superior's orders not identified in the formal job description; however, it is being accepted by employees on their perception to help and benefit the organization in either way irrespective of their job Specification (Brief & Motowidlo, 1986).

The possibility of benefiting an individual is strongly linked with benefiting the organization, that is, to do the act of unethical pro-organization behavior in a sense to benefit them too. However, there is a huge difference between unethical pro-organizational behavior and errors, mistakes, and negligence unconsciously by an individual. Fundamentally, unethical pro-organization behavior is carried out by an individual to support and benefit the organization, but a reverse effect can also be possible; any such action may produce unbeneficial and destructive results which lead to harm to the organization (Payne, 2023). Moreover, the various aspects of organizational commitment, unethical pro-organizational behavior, and perceived organization support have been found in the literature; the combination and stance of the study in this research to look at the mediating role of organizational commitment between unethical pro-organization behavior and perceived organization support. Furthermore, this study also evaluates the moderating role of job security and organizational trust in the context of permanent and contract-based employees in Pakistani universities in general and Baluchistan and Sindh in particular.

In this context, very few studies have been conducted. This research will increase the further understanding of unethical pro-organization behavior and organizational commitment and other relationships depicted in the model (Griep, Kraak, Fenneman, Jiménez, & Lub, 2023; Payne, 2023; Wang, Zheng, & Zhao, 2022). Perceived organization support is the feedback of the organization's commitment to employees; employees will react as they receive from the organization (Daniels, Miller, Mian, & Black, 2022; Lai, Hossin, Li, Wang, & Hosain, 2022; Perryer, Jordan, Firns, & Travaglione, 2010). In the modern work scenario perceived organization support is very much admired in the management section Mowday (1998) based on organization support theory that if employee's socio-emotion needs and there will bring are cared of, their benefits are increased, contributions are appreciated in return employee's perception force the same what they received (Krishnan & Mary, 2012).

Earlier than 1980, no formal concept was introduced for perceived organization support; the perceived organization support idea has been found in management studies for around seventy years. The different researcher defines perceived organizational support in different words. Simply defined as perceived organizational support is an employee's perception of their contribution and care about their well-being by an organization. Eisenberger, Huntington, Hutchison, and Sowa (1986) explains that perceived organization support mentions the belief of employees that the organization takes care of their well-being, values their input and provides help and support to them. In sum, perceived organization support is the study of something that is perceived by an individual from the organization in return for their contributions and work in the organization. Organizational trust is also known as trust in an organization, consisting of employees' desirability relationship with their organization's activities and strategies (Schoorman, Mayer, & Davis, 2007). The employees' desirability will be complete on the ground of the transfer of information on activities and strategies to their employees through any means, either formal or opposite. Organizational trust is the highly effective factor between individuals and organizational behavior for the long-term stability of organizations and the well-being of the employees, organizational trust is one of the key components to maintaining the

environment and growth of the organization smoothly. Ultimately, individual assurance, confidence, and anticipation about the actions and activities of the organization are termed as organizational trust.

Perception is employee's reaction to the changes that occur in an organization. The development of perception relies on the change in the attitude and behavior of the employee. Theoretically, perception is explained as a procedure through which an employee or individual explains and organizes their intellectual impersonation of the reason to give meaning to their existing surroundings (Robbins, 2009). Through the process of perception and attribution, employees construct their beliefs concerning their surrounding situation and substitute their behavior in return (Bernstein & Burke, 1989). Perception is the employees' return and reaction to their surrounding situation and creates assumptions about the alteration and change occurring in their environment. It is to mention here that this study uses organization trust as a moderator from a different perspective on organizational commitment. The researches on organization trust as a moderator are very few in number. The purpose is to study this variable in a different context and with a new perspective. As a result, it brings new ways of learning in the academic world. Besides, we also include job security as a moderator between employees' perception and organizational commitment; this aspect has been neglected in past research. The flow of the study is as follows: introduction, literature review, methodology, results and discussion, and finally conclusion.

2.   Literature Review

There is significant importance of organizational commitment in serving as a mediator between perceived corporate support and employee perception. Certain entities may encounter specific challenges while attempting to establish a culture of organizational commitment. This culture plays a crucial role in shaping employees' perceptions and their sense of support inside the organization. Employees demonstrate compliance with management's orders and adhere to established processes, hence fostering organizational development and facilitating the generation of innovative ideas. The mediating role of organizational commitment is of utmost importance in the link between perceived support and employee perception. It facilitates positive development and nurtures creativity. The concept of perceived organizational support (POS) plays a significant role in fostering employee commitment, cultivating a supportive work environment, and ultimately enhancing employee well-being (Aldabbas, Pinnington, & Lahrech, 2023; Huda, Putri, & Ancok, 2023; Kao, Cho, & Kao, 2023; Ma, Bennett, & Chen, 2023; Maitla, Ali, & Shahzad, 2023; Musenze & Mayende, 2023; To & Huang, 2022).

The question arises about why employees in the organization are busy with unethical behavior. Various reasons have been found by researchers on unethical behavior of employees, and it might be beneficial for employees themselves Greenberg (2002); Terpstra and Rozell (1993), but may cause the organization harm Skarlicki and Folger (1997) or others in the organization are getting loss that are co-workers (Thau, Aquino, & Poortvliet, 2007). Taking the logical connection of social identity Turner and Oakes (1986) and social exchange theory (Blau, 1964), it can be said that any individual employee in an organization may get him or herself busy in unethical pro-organization behavior under the condition that if they have strong organization identification and reciprocity beliefs in a positive direction. Based on the work of theoretical ethics Brief and Motowidlo (1986), it is emphasized that an employee's perception being involved in UPB is to gain some benefits for the organization's welfare. The researcher explains the UPB by two main definitions. First, any act or behavior that is normally not acceptable in a larger population in the community or is considered illegal. UPB may consist of an act of omission and commission which are considered unethical in society in larger quantities. Secondly, UPB is rendered by individuals in the sense of pro-organization to do some better kind of work and service in the organization irrespective of whether it is specified in the job description or ordered by seniors (Brief & Motowidlo, 1986).

The intentions to be part of UPB are not specified, nor is it particularly aimed at individuals, but it is a self-developed concept by employees in a sense, to have dual benefits for the organization and themselves, but somehow it will get the opposite sense, too. If it was not fulfilled as it is decided by individuals. Mistakes, errors, and unconscious negligence by employees are completely differentiated from UPB, as unethical acts are only done with the motive to benefit the organization, irrespective of the results (Umphress, Bingham, & Mitchell, 2010). Exploration of unethical action results are important and mainly includes three aspects

that can be theoretical, empirical, and practitioner-focused. Furthermore, many studies were conducted on unethical behaviors UPB in different dimensions, but few studies found the mediating role of organizational commitment to unethical pro-organization behavior. Furthermore, this study also includes different components of organizational commitment, affective, continuance, and normative commitment. This research work examines the effect of each commitment separately and in combination. The contribution of this study is to bring forth is the mediating effect of organizational commitment on UPB. Besides this, few studies have been on unethical pro-organization behavior by analyzing it as a dependent variable, and its effect is with commitment. The term known as "hyper norms" is used in line with ethical standards. For a pro-organizational act to be ethical Warren (2003), UPB drags the attention to ethical challenges posed by positive values, motives, and behavior; this study is based on organization commitment as an antecedent of UPB, our study seeks Organizational commitment with its component affective, continuance and normative commitment with UPB. So, it is concluded that there is a relationship between the employee's perception, organizational commitment, and unethical pro-organization behavior.

Porter, Steers, Mowday, and Boulian (1974) defined organizational commitment as an "individual's involvement and identification in a particular organization based on his/her strength. Three components of organizational commitment have been introduced: effective, continuance, and normative commitment. Emotional-based attachment is named as affective commitment, the cost associated with being apart from the organization is named as continuance commitment, and the obligation of employees to continue the work in the same organization is named normative commitment (Allen, 1992). Increasing the degree of organizational commitment strengthen the employee's commitment to the organization and companies where they work and vice versa; employees who are committed to the organization are trying to protect the organization from any kind of damage. So, from this, it is concluded that people who are strongly organizationally committed are less concerned about acting in such behavior, which affects the organization in a negative direction. However, further study is needed to know the effect of employee behavior that is ethically unacceptable concerning organizational commitment (Cullinan, Bline, Farrar, & Lowe, 2008). As a result, it is said that employees possessing a higher level of commitment are very concerned about the organization to avail its goal. Although they provide incorrect information, they are more likely to behave unethically to gain organizational goals.

Commitment affects employees' relationships differently; strong affective commitment is a sign for those employees who want to remain, strong continuance commitment indicates those employees need to, and strong normative commitment is a sign for those employees who ought to be in the organization because they feel an obligation to serve in the organization (Meyer & Allen, 1987). All the components of the organization's commitment, that is, Continuance, affective and normative, each of these psychological states, are an experience by employees to varying degrees. Like few people in the organization feel all three as strong needs, strong obligations, and a strong desire to be in the organization but some of them may have a strong desire and strong obligation with no strong need to be in the organization. Likewise, few employees experience all of them separately such that they might have a strong need but no desire and obligation and so on. Based on this relationship, the concept is developed that all of these seem to be somewhat independent as a function of varying antecedents (Meyer & Allen, 1987). Furthermore, affective, continuance, and normative commitments antecedent fall into various categories. Affective commitment is composed of personal characteristics, job characteristics, work experience, and structural characteristics (Mowday, 1998). For Affective commitment, strong proof has developed from work experience. Antecedent that by fulfilling the employee's psychological needs provides an employee to feel comfortable in the organization and committed to working (Meyer & Allen, 1987).

Continuance commitment is created based on two factors that first relate to the magnitude or number of investments, also known as side-bets, made by an individual, and the second, perceived lack of an alternative. An individual will create a side-bets under the circumstance to have an action to increase the cost associated with leaving for another organization, such as that an individual who has invested most of his or her time and efforts in an organization become an expert is now difficult for his or her to change over another organization easily so that the employees are betting for their times and effort which they have

invested to be paid back. To be a winner in betting needs, the employee has to be in the organization. So, the chances that an employee will hold their position in the organization is positively connected to the magnitude and number of side-bets. Similarly, the lack of alternatives to another organization also raises the cost accompanying departure from the organization. (Becker 1960). So therefore, it is determined that the relationship between employment alternatives and Continuance commitment are inversely related to each other lower the employment alternative stronger the continuance commitment and the opposite (Allen and Meyer 1990). Ultimately normative commitment will be affected by employees' experience before and after their inclusion into the organization. So positive relations have been found among organizational commitment and its sub-dimensions.

Organizational commitment with its components has been studied by the researcher in different aspects, but most studies in this area are found in manufacturing and trading organizations. Few studies were found in the service sector; our purpose here is to see the service sector as well as to see the effect of organizational commitment on both public and private sector universities having two categories of employees that are permanent and non-permanent. Comparing both categories in universities will bring a new way of studies in organizational commitment with permanent and non-permanent employees. Here this study will see the role of organizational commitment as mediating variable between perceived organization support, employees' perception as independent, and unethical pro-organization behavior as the dependent variable. This research will contribute to knowing the mediating effect of organizational commitment with its component in respect of public and private universities with the inclusion of state of employment in the shape of permanent and non-permanent employees. Organizational support is explained as an employee's perception of the organization. It is the provision of support that an employee feels, perceives, and judges from the organization where they work for. Higher perceived organization support will lead to positive responses by the employee in a fever of the Organizational goals. Studies found that perceived organizational support upturned the commitment.

For many years perceived organization support attracted the researcher, perceived organization support is judged as the employee's commitment to the organization, as the employee's commitment is the response to the level of perceived organizational support (Eisenberger et al., 1986). In modern business, perceived organization support is getting well-liked in management, particularly in the business sector Mowday (1998) organization support theory state that to fulfill the socio-emotion needs of employees will increase the employee perception that the organization values and appreciate their contribution and take care of well-being employee (Krishnan & Mary, 2012). Employees who think that organization is taking care of their well-being and socio-emotional needs are more likely to reciprocate in the form of pro-social behavior about the organization and boost a robust sense of organizational commitment. This study regarding perceived organization support by the mediation of employee's commitment with unethical pro-organization behavior enlarges the area of study. According to Madigan, Norton, and Testa (1999) committed employees are in search of continuous improvement for the promotion of organization products and services because of their diligent and continuous effort and work. In return, they expect to maintain their work-life balance, growth, and empowerment and avail basic resources to satiate their day-to-day need of life and promotion for their service line training education and other exposures. The different researcher-developed different definition and concept of perceived organizational support, define perceived organization support is an employee's perception of the organization that their organization take care of their well-being and their contribution to the organization (Eisenberger et al., 1986).

Erdogan and Enders (2007) says that perceived organization support mentions the degree that an organization cares about the employee's socio-emotions and values their input for the organization. Perceived organizational support has a direct connection with the following categories received by employees that are favorable job conditions, organizational reward, and supervisor support. In reflection, favorable organizational commitment and job satisfaction will be received from the employee. Organization support theory is backed by all these relations. The outcome attained from this is that organization support is judgment and perception by an employee of how much support he or she feels from an organization handed over to him or her. Simply it can be said that perceived organizational support concentrates on organizational commitment (Rhoades & Eisenberger, 2002). Perceived organizational support is one of the key factors that affect the employees indirectly to be in the organization. Many relationships have

been found by researchers; from past research, it is obtained that perceived support and organization commitment are positively related to one another, and it is commonly understood as social exchange and reciprocity. From the social exchange theory perspective, it is emphasized that an obligation is felt by employees not only committed to an organization but also returned the organization's commitment through their behavior that supports organizational objectives to be achieved (Tourangeau & Cranley, 2006).

Strong positive relations have been found between perceived support and Affective and Normative Commitment, and higher perceived organization causes higher organizational commitment. However, the least relation has been found between perceived support and Continuance commitment. According to social identity theory, as much as organizations value and appreciate the contribution of employees, in turn, employees will remain loyal and feel committed to their organization. In this research, the focus is to see all these relationships of perceived support, organization commitment, and unethical pro-organization behavior in the context of Pakistan, specific universities in Provence, Baluchistan, and Sindh. All these relationships have been studied in a different context; here, this research focus is studying in the context Pakistani atmosphere.

H_1: Organizational commitment mediates positively between perceived organization support and unethical pro-organization behavior.

Perception is defined in simple terms that it is the response to a change in attitude and behavior of an employee or other words, the organization and interpretation of sensory impressions by an individual to give meaning to their environment (Robbins, 2009). Organizational change causes the attitude and behavior of an employee to be changed either by the will to accept the change or the resist. The formation of beliefs and attitudes of an individual is the result of an employee's perception, which energizes the individual to create an environment that regulates their behavior. According to Spreitzer (1996), the leading role of perception of the environment on employees' attitudes and beliefs is that people are affected by their perceptions rather than by some objective reality.

The relationship and connections between organizational change and employee perception can be found in resistance to amend literature. Anything that occurs in the work environment creates the perception of employees to form assumptions for change. The assumption formed by the employees includes change perception and increased readiness to change. If the perception of change develops positively, then it will lead to a commitment to the change process. On the other side, increased readiness to change will have a contrary impact on resistance (Maheshwari & Vohra, 2015). Researchers are found a substantial relationship between commitment and perception. The relationship between commitment and perception is multilayered. Various studies have been carried out by scholars to explore the varying job-related factors of perception of commitment and perception of commitment on other dependent variables. When an organization is seriously committed to the employee's welfare and values their contribution, in return, it experiences strong commitment from employees. Employees' perceptions have been evaluated by the researchers from various perspectives. Although employee perception has been found to have a strong relationship with commitment, few studies have been done on its relation with organizational commitment and its ultimate effects on unethical pro-organization behavior. Additionally, this research will provide the new relationship of employees in a different context.

H_2: Organizational commitment mediates positively between employees' perceptions and unethical pro-organizational behavior.

This study also examines the moderating role of job security between employee perceptions and organizational commitment. For various motives, the perception of job security is forecasted to be negatively related to two types of organizational commitment Affective and Normative commitment. On the other side, higher levels of continuance commitment have been predicted with job insecurity, and the opposite is true that a lower level of continuance commitment has been expected with job security. Fear of job loss among the employees might create insecurity in the organization's environment (Berntson, Sverke, & Marklund, 2006). Any individual having different employment opportunities may decide to leave the organization

where uncertainty exists. According to De Cuyper and De Witte (2006) comparing individual private and public sector employees' job security and long-term jobs, more value has been found in the latter one but higher-paying in the former.

H₃: Job security moderates positively between the employee's perception and the organization's commitment.

Organizational trust has a significant effect on organizational commitment playing a moderating role. From the previous studies, organizational trust has been playing the role as the main effect on organization commitment as well as organization trust was working as mediating effect connecting the organization commitment to other independent variables. Few empirical studies have been supported by previous research on organizational trust as a moderating effect. Organizational trust is an employee's belief and inclination to their organizational policies and activities. This inclination and willingness will maintain on the ground that the organization transfers all of its policies and activities to its employees by any formal or informal means (H. H. Tan & Lim, 2009). Organizational trust signifies the employee's confidence and expectation about their organization policies and action. Trust is one main and very important factor in developing a strong relationship between employees and the organization, and it is effective for both employees and the organization by preserving the long-term stability and well-being of one another (M. Tan & Teo, 2000).

Organizational trust mentions the employee's level of confidence and expectation about the actions of their organization, organizational commitment replicates the succeeding attachment, identification, and involvement with the organization so it means previous have a potential impact of latter one, this clear that there is a close relationship between organizational trust and organizational commitment (M. Tan & Teo, 2000). Organizational trust is the trustworthiness of employees' beliefs in the organization where they work. This belief is retained in the employee's commitment to their organization and proposes a

H₄: Organizational trust moderates positively perceived organizational support and organizational commitment.

This research is first finding out how the employees of public and private universities behave in the situation where an organization needs them and what will be the level of their commitment to the universities in comparison to their job. Secondly, it will evaluate the different dimensions of an organization's commitment as a mediating role. Thirdly, this study also considers the perception and commitment of permanent and contract employees in the context of Pakistani universities in Provence, Baluchistan, and Sindh. The contribution of this study is the evaluation and comparison of organization commitment by taking together both types of employees of universities at the same time. It also contributes a tiny piece of knowledge in service sector organizations regarding commitment and unethical pro-organizational behavior.

3.   Theoretical Framework
Figure 1: Theoretical Framework for the Research Study
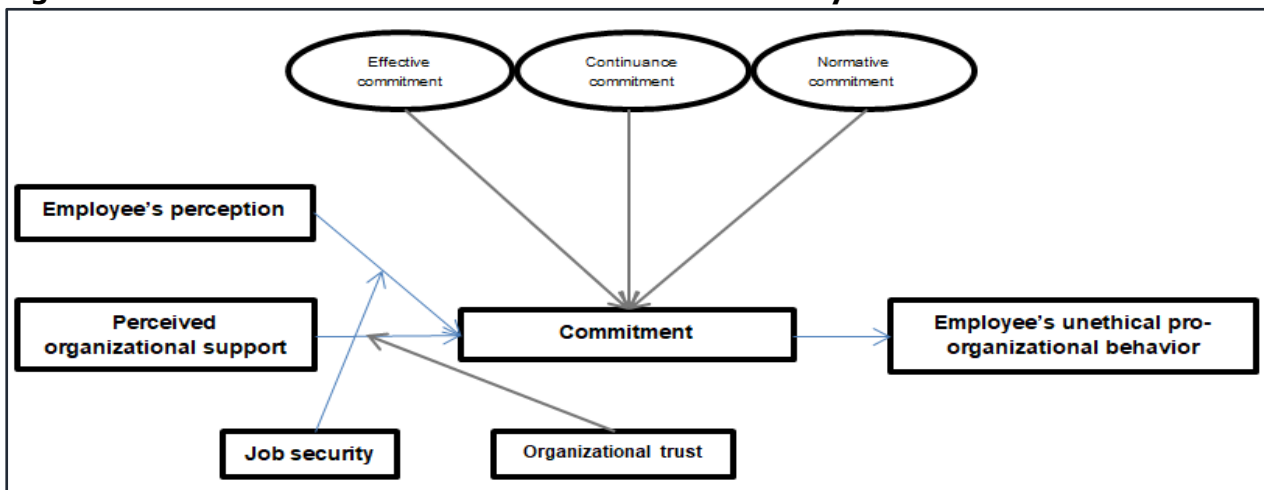
Source: Author's own elaboration

4.   Methodology

This research is quantitative, and a deductive approach was used (Fernandez & Moldogaziev, 2013). This research followed the positivist philosophical approach because of its nature of independence and objectivity. The positivist philosophy is used where theories are tested to prove and disapprove the hypothesis developed by the researcher (Ryan, 2018). The data was collected from the public sector universities of the Sindh and Baluchistan provinces because the public sector universities are far behind in providing substantive quality education as compared with other provinces of Pakistan. 233 samples were collected from faculty members as well as administrative personnel for the study. Non-probability purposive sampling technique was employed (Vehovar, Toepoel, & Steinmetz, 2016). For data analysis the SEM technique was used using PLS Smart.

Table 1: Measures

Variable	Items	Scale	Reference
Perceived organization support	17 items	five-point Likert Scale	(Eisenberger et al., 1986).
Organizational Commitment	08 items	five-point Likert Scale	(Allen & Meyer, 1990)
Organizational trust	03 items	five-point Likert Scale	(Wang et al., 2013)
Unethical pro-organizational behavior	07 items	five-point Likert Scale	(Umphress et al., 2010)
Employees' perception	06	five-point Likert Scale	(Madi et al., 2012)
Job security	04 items	five-point Likert Scale	(Al Adresi & Darun, 2017).

Source: Author's own elaboration

5.   Results and Discussions
5.1. Measurement Model

The purpose of the measurement model is to calculate the reliability and validity of the items as well as the constructs. There are two crucial criteria for the evaluation of the quality of the measures (Andrew, Pedersen, & McEvoy, 2011).

Table 2: Measurement Model Results

Items	Outer loadings	CR	AVE
Countenance commitment		0.797	0.568
cc1	0.824		
cc2	0.744		
cc3	0.686		
Effective Commitment		0.86	0.507
ec1	0.712		
ec2	0.676		
ec3	0.737		
ec4	0.673		
ec5	0.697		
ec6	0.772		
Employees perception		0.796	0.499
ep1	0.862		
ep2	0.683		
ep3	0.661		
ep4	0.591		
Job security		0.769	0.531
js1	0.85		
js2	0.602		
js3	0.713		
Normative Commitment		0.793	0.438
nc1	0.633		
nc3	0.517		
nc4	0.683		
nc5	0.742		
nc6	0.708		
Organizational Trust		0.721	0.573
ot1	0.595		
ot3	0.89		
Perceived organization Support		0.818	0.601
pos1	0.876		
pos4	0.708		
pos5	0.732		

Note: Latent variable items with outer loading, composite reliability, and average variance extracted

Reliability is known as the internal consistency and stability among the items and constructs. Often reliability is evaluated for the individual items and constructs in the given model to know the internal consistency (Götz, Liehr-Gobbers & Krafft, 2010). In the measurement model, the data is tested and evaluated for the outer loading for each construct, the reliability of the items separately and constructs, and convergent and discriminant validity (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). The reliability of the construct is considered valid if the standardized loading is 0.708 or above. Otherwise, the items are not considered reliable. However, according to COLLIN et al. (1989), the item should be maintained even at a loading of 0.50 or above. The items for the study model with its outer loading having a value above then 0.05 are under the following Table 1. From this study, all those items that had outer loading less than 0.50 were excluded, and the remaining were included for the evaluation and analysis of this study that was deemed reliable. The evaluation for construct reliability for this study was composite reliability. The threshold value for composite reliability is 0.700 or above. Construct having lower values are considered not reliable (Hair, Hollingsworth, et al., 2017). All the construct reliability is under Table 1, as it seems that all the construct thresholds are above 0.70. Along with the construct reliability, convergent validity is ascertained through the average variance extracted. The cut-off value for the convergent validity is 0.50 or higher. Construct having less value are not considering good for convergent validity. The discriminant validity was ensured through the HTMT ratio. The cut-off value for the discriminant validity is 0.85 or love. The detailed results for outer loadings, composite reliability, and convergent validity, as well as for the discriminant validity, are in Table 1 below.

From the below table, all the variables having outer loading above then 0.50 are included in this research work. No value is less than 0.50. Similarly, for reliability, composite reliability values are shown in the table. The cut-off value for reliability is 0.700 or higher. The entire construct has more than the cut-off value. Convergent validity is also shown in the table for the validity of the construct, the threshold value for convergent validity is 0.50 or above, and all the convergent validity values are above the threshold value.

5.2. Discriminant Validity

Discriminant validity is checked for the construct to know that the constructs are unique and distinct from one another. The cut-off value for the discriminant validity is 0.85 or lower. All the above values are within the threshold value except organization trust and employee perception and job security, and effective Commitment. So, these two constructs are somewhat found to overlap with each other, which is the reason their value for discriminant validity becomes a bit higher than the threshold value, which means that these constructs have a bit less distinct value from one another.

**Table 3: Results of Discriminant Validity Based on HTMT Ration**

Dimensions	CC	EC	EP	JS	NC	OC	OT	POS	UPOB
Effective Commitment	0.51								
Employees perception	0.499	0.641							
Job security	0.451	0.888	0.548						
Normative Commitment	0.739	0.578	0.53	0.529					
Organizational Trust	0.357	0.656	0.886	0.754	0.516	0.644			
Perceived organization support	0.297	0.444	0.849	0.331	0.374	0.459	0.823		
Unethical pro-organization behavior	0.374	0.597	0.405	0.582	0.233	0.507	0.318	0.274	

Structural Model

5.3. Structural Model

For the structural model, the bootstrapping with 5000 resample was applied to test the statistical significance for the PLS-SEM results. These consisted of the structural path coefficient, the value of R^2, and the value of F^2. The entire result of the structural model is given in Tables 3 and 4 for all effects that are mediating and moderating; no direct effect is evaluated as from Table 3. The results show that the hypothesis from H3 to H4 is not supported.

Figure 2: Structural Model
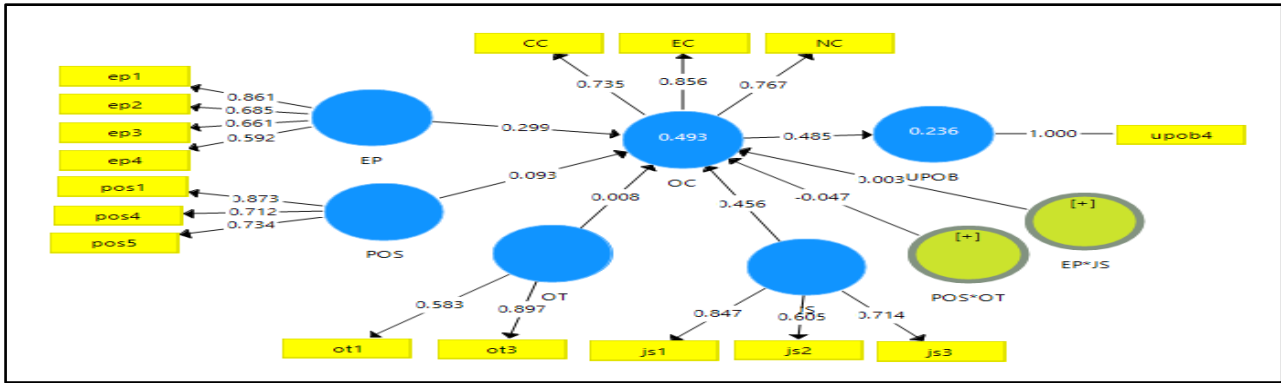
Source: Author's own elaboration

Table 4: Structural Model Results

Hypothesis	Moderating effect	beta	T Value	P Values	Findings
H₃	EP*JS -> OC	-0.001	0.611***	0.271	Not supported
H₄	POS*OT -> OC	0.003	0.257***	0.399	Not supported

Note: OC = Organization Commitment, JS = Job security, OT = Organizational Trust, POS = perceived organization Support, EP = employees' perception. ***Significant at .05 level. (One-Tailed). Source: Author's own elaboration

Table 5 shows the specific indirect effect of all constructs over the dependent variable. The entire hypothesis was accepted from H1 to H2. As the p-value is greater than 0.05 the null hypotheses can't be rejected.

Table 5: Specific Indirect Effect

Hypostasis	Specific IE	beta	T Value	P Values	Findings
H₁	POS -> OC -> UPOB	0.003	1.854***	0.032	Supported
H₂	EP -> OC -> UPOB	0.003	1.617***	0.053	Supported

Note: OC = Organization Commitment, UPOB = unethical pro- organizational behavior, POS = perceived organization Support, EP = employees' perception. ***significance level at 0.05 (One-Tailed). Source: Author's own elaboration

Effect size was used to evaluate the degree of significance. If a hypothesis is supported and significant, then F2 shows the level of significance of the dependent variable and the cut-off value for F2 ranges from small to medium and large. If the value is 0.02 is small, the value reaches 0.15 that medium, and the value point 0.35 and above is considered a large effect size. R square explains the ratio-dependent variable over the independent variable. Normally the value of R squire is close to Zero is bad, and close to one is a good sign. It also suggests model fitness. A value less than 0.20 are considered inappropriate. However, a value above 0.20 is considered normal. Q2 Calculate the predictive relevance of the dependent variables. There is no specific threshold value for Q2, but its value should always be greater than 0.00. The small q square shows the relative impact of predictive relevance over the dependent variable after deleting a construct from the model and its effect on the dependent variable. Same as Q square, no proper threshold is available for q square, but same the relative impact will be higher than zero.

Table 6: Effect Size, Coefficient of Determination, and Construct Cross Validated Redundancy.

Endogenous latent variable	Effect size F²	R²	Q²	q²
Unethical pro-organizational behavior	0.317	0.241	0.236	.001

Note: endogenous latent variable. Source: Author's own elaboration

5.4. Sample Description

For the data collection, Google Forms was source circulated through different mediums. Both males and females were included in this research work. A total of (N=233) responses were obtained. 18 out of the total were not meet this research criterion, so they were not included in the sample. The age group ranges for this research work from 18 years to 61 years and above also included their experience of work in the organization. The total number of respondents related to this research sample was (N=215). 68 respondents were female, which makes up

around 32%, and the remaining were male respondents, which is 68%. No response was achieved from the age ranges 18 to 30 and 61 and above. Similarly, no respondent obtained experience of 21 years or above. There were 78 male respondents and 30 Female respondents from the 31 to 60 years age group with experience of 1 to 5 years. The same age group having experience 6 to 10 years, 11 to 15 years, and 16 to 20 years are 51 male and 27 female respondents, 15 male and 9 female respondents, and 3 male and 2 males, respectively.

Table 7: Sample Description

		Experience									
		1 to 5		6 to 10		11 to 15		16 to 20		21	
		Gender		Gender		Gender		Gender		Gender	
		Male Count	Female Count	Male Count	Female Count	Male Count	Female Count	Male Count	Female Count	Male Count	Female Count
Age	18 to 30	0	0	0	0	0	0	0	0	0	0
	31 to 40	57	21	9	2	1	1	0	0	0	0
	41 to 50	20	9	41	22	4	2	0	0	0	0
	51 to 60	1	0	1	3	11	5	1	1	0	0
	61	0	0	0	0	0	1	2	1	0	0

Note: age, experience, and gender the included in the data collection. Source: Author's own elaboration

5.5. Descriptive Statistics

Skewness and kurtosis are used to test the normality of data. Both univariate and multivariate normality is tested through descriptive statistics. Skewness and kurtosis will show the result of whether the data is normally distributed. The threshold values for Skewness range between ±1. At the same time, the value ranges for the kurtosis ± 3. Value beyond these thresholds is considered as not normal. The values for this research are within the ranges for both univariate and multivariate normality. The table of uni-variate is shown in the appendix, while the table for the multivariate normality is as under. Which is calculated through the web power?

Table 8: Multivariate Data Analysis

	Skewness	SE_skew	Kurtosis	SE_kurt
CC	-0.046	0.166	-0.260	0.330
EC	-0.123	0.166	0.394	0.330
EP	-0.534	0.166	0.596	0.330
EP.JS	-0.339	0.166	10.081	0.330
JS	-0.124	0.166	-0.319	0.330
NC	-0.195	0.166	0.059	0.330
OC	-0.162	0.166	-0.149	0.330
OT	-0.104	0.166	-0.213	0.330
POS	-0.574	0.166	-0.235	0.330
POS.OT	-0.906	0.166	7.485	0.330
UPOB	-0.700	0.166	-0.309	0.330
Mardia's multivariate Skewness and kurtosis				
	B	z	p-value	
Skewness	48.715	1753.724	0	
Kurtosis	232.186	38.754	0	

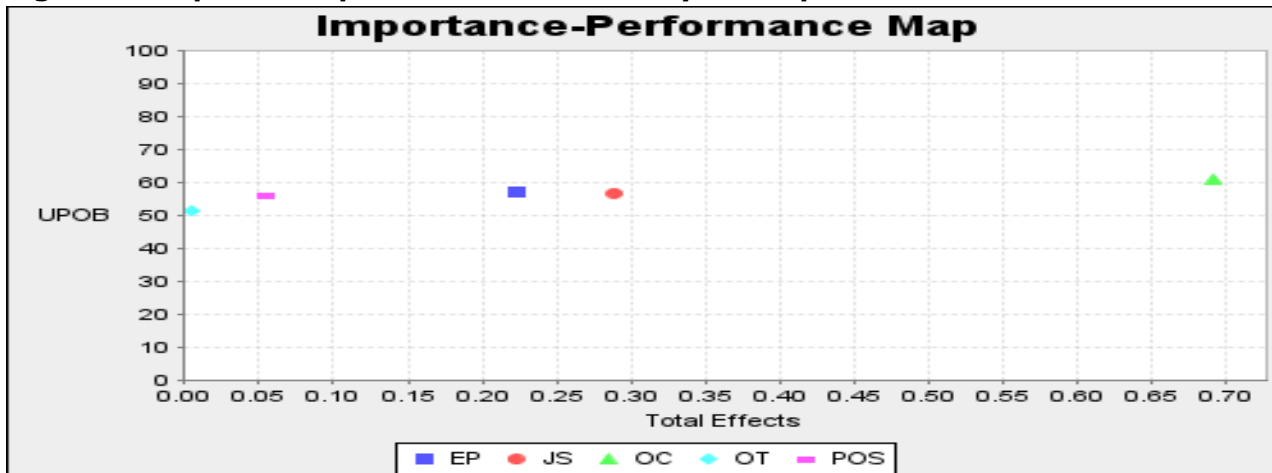Source: Author's own elaboration

5.6. Importance Performance Analysis

The below importance performance MAP analysis explains the result of the construct over the dependent variable of their importance and performance. Those constructs that are important and, as well as their performance is better, are considered well. At the same time, the constructs in the opposite directions are not good. Some construct results also show importance but do not perform well, and vice versa. These are also not good signs. In the MAP below, the construct organizational commitment shows good results as it performs well, and its importance is higher than all other constructs. The result is reversed in the case of employee's perception where performance is very low, but it is important is high to some level. Table 8 also shows the result for the MAP analysis where organization commitment performance is 0.692, and its importance shows the results 61.09, which are higher form all other constructs in the Given model. All other constructs having less importance or performance are needed to be increased their importance and performance.

Table 9: Importance Performance Table

Constructs	UPOB	Performances
EP	0.224	57.311
JS	0.289	56.716
OC	0.692	61.09
OT	0.005	51.38
POS	0.054	56.033

Source: Author's own elaboration

Figure 3: Importance-performance MAP Analysis Graph

Source: Author's own elaboration

6.   Discussion

The study revealed that organizational commitment mediates between perceived organizational support and employees' unethical pro-organizational behavior. The same phenomenon was revealed in the study (Wang et al., 2022). The results of this study showed organization commitment mediates between employees' perception and employee's unethical pro-organizational behavior; likewise, the study conducted by Ebrahimi and Yurtkoru (2017) disclosed that   People who had deeper emotional commitments were more likely to participate in UPB moral disengagement served as a moderating element in the link between these two variables. In addition, the results of the moderated mediation analysis indicated that the mediation link was stronger when staff members considered that the company had a lower level of ethical leadership. The hypothesis of the study showing moderating effects was not supported as the positive relationship of moderating effect of job security between employee's perception and organizational commitment, and likewise, the moderating effect of organizational trust between perceived organizational support and organizational commitment could not be verified. According to M.-J. Kim and Kim (2020), Since organizational performance is crucial, it must be investigated. This research uses a moderated sequential model to examine mediators and moderators of job insecurity and organizational performance. Mediation model We hypothesize that job insecurity and performance are sequentially mediated by work stress and organizational commitment.

7.   Conclusion

Organizational commitment plays a vital role in public sector universities and mediates between Perceived organizational support and employee perception. However, the moderating role of job security and organizational trust in the study was not supported by moderator. The personnel who were remarked on, can support the rules and procedures of the universities, and they would take directions from the head of the affairs of the institution in both letter and spirit. Commitment on the part of workers in public sectors universities will help the organization in its growth. It also ensures that workers will think about the well-being of the organization in a positive manner. Further, Commitment from an organization plays a significant part in growth and success of public sector universities and serves as a mediator between perceived organizational support and employees' perceptions of that support. This study underlines the relevance of perceived organizational support in terms of building commitment, providing a supportive work environment, and boosting employee well-being. Additionally, it assists universities to design strategies for employee retention and engagement. It may also be

beneficial for the quality of education provided at public sector institutions by increasing motivation, productivity, and efficiency. The finding of this study not only helps in the policy and decision-making processes of public sector institutions, but it also provides a road map for their growth and development.

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