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The Moderating Role of Perceived Organizational Support on the Relationship Between Leader-Member Exchange (LMX) Quality and Affective Organizational Commitment

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ABSTRACT: This study examined the moderating role of perceived organizational support (POS) on the relationship between leader-member exchange (LMX) quality and affective organizational commitment among employees in Ghanaian organizations. Using a quantitative cross-sectional design, data were collected from 350 employees across public and private sector organizations in the Greater Accra Region. LMX quality, POS, and affective commitment were measured using validated scales. Descriptive statistics, Pearson's correlation, and hierarchical regression analyses were conducted to examine the relationships and moderating effects. Results revealed significant positive correlations between LMX quality and affective commitment ($r = 0.45$, $p < .001$), and between POS and affective commitment ($r = 0.42$, $p < .001$). Hierarchical regression demonstrated that LMX quality significantly predicted affective commitment ($\beta = 0.38$, $p < .001$), accounting for 23% of the variance. Perceived organizational support significantly moderated the LMX-affective commitment relationship ($\beta = 0.21$, $p < .01$), suggesting that employees who perceive high organizational support exhibit stronger affective commitment in response to high-quality LMX relationships. The findings highlight that supportive organizational climates amplify the positive effects of leader-subordinate relationships on employee commitment. Implications for human resource management, leadership development, and organizational culture in Ghana are discussed.

KEYWORDS: Leader-Member Exchange (LMX), Perceived Organizational Support (POS), Affective Organizational Commitment, Employee Retention, Organizational Behavior

INTRODUCTION

Affective organizational commitment, defined as employees' emotional attachment to, identification with, and involvement in their organization, is a critical determinant of organizational success (Meyer & Allen, 1991). Employees who are affectively committed demonstrate lower turnover intentions, higher job performance, and greater organizational citizenship behaviors, all of which contribute to sustained competitive advantage (Rhoades, Eisenberger, & Armeli, 2001). Given these beneficial outcomes, understanding the factors that foster affective commitment has become a priority for organizations seeking to enhance employee engagement and retention in an increasingly competitive labor market.

Leader-member exchange (LMX) theory has emerged as a prominent framework for understanding how leader-subordinate relationships influence employee attitudes and behaviors (Graen & Uhl-Bien, 1995). High-quality LMX relationships, characterized by mutual trust, respect, and obligation, provide employees with access to resources, support, and developmental opportunities that enhance their sense of value and belonging within the organization. Research consistently demonstrates that employees in high-quality LMX relationships exhibit greater affective commitment, as they feel more valued and connected to their leaders and the broader organizational mission (Gerstner & Day, 1997; Dulebohn et al., 2012). However, the strength of this relationship may depend on contextual factors, including the extent to which employees perceive that the organization itself supports and values their contributions.

Perceived organizational support (POS) refers to employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). When employees perceive high organizational support, they are more likely to reciprocate with positive attitudes and behaviors, including increased affective commitment. POS may also moderate the LMX-affective commitment relationship by reinforcing or diminishing the effects of leader-subordinate

interactions. Specifically, high POS may amplify the positive effects of high-quality LMX by signaling that the organization consistently supports employees, thereby strengthening their emotional attachment. Conversely, low POS may undermine the benefits of high-quality LMX, as employees may question the genuineness of leader support if the broader organizational climate is perceived as unsupportive (Erdogan & Enders, 2007).

In the Ghanaian context, understanding the interplay between LMX, POS, and affective commitment is particularly relevant given the evolving nature of employer-employee relationships and the increasing emphasis on employee retention strategies. Ghanaian organizations face challenges related to talent retention, as employees often seek better opportunities in an increasingly mobile workforce (Ampofo, 2021). Leadership effectiveness and organizational support systems are critical levers for fostering employee commitment and reducing turnover. However, limited empirical research has examined how these factors interact to influence affective commitment among Ghanaian employees. This study addresses this gap by investigating the moderating role of POS on the LMX-affective commitment relationship.

Statement of the Problem

Affective organizational commitment is essential for employee retention, job performance, and organizational effectiveness (Meyer & Allen, 1991). While leader-member exchange (LMX) quality has been identified as a significant predictor of affective commitment, the nature of this relationship may be influenced by contextual factors such as perceived organizational support (POS) (Eisenberger et al., 1986; Graen & Uhl-Bien, 1995). Employees who enjoy high-quality relationships with their leaders typically exhibit stronger emotional attachment to their organizations. However, when organizational support is perceived as low, employees may question whether leader support reflects genuine organizational concern or merely individual leader benevolence, potentially weakening the commitment effect (Erdogan & Enders, 2007). In Ghana, limited empirical studies have explored how POS moderates the LMX-affective commitment relationship, leaving a gap in understanding how organizations can strategically combine leadership quality and supportive climates to enhance employee commitment. This study addresses this gap by examining the moderating role of POS in the Ghanaian organizational context.

Purpose of the Study

The purpose of this study is to examine the moderating role of perceived organizational support on the relationship between leader-member exchange quality and affective organizational commitment among employees in Ghanaian organizations. Specifically, the study aims to determine the direct effects of LMX quality and POS on affective commitment and to assess whether POS strengthens or weakens the relationship between LMX and affective commitment.

Research Objectives

1. To examine the relationship between leader-member exchange (LMX) quality and affective organizational commitment among employees.
2. To assess the relationship between perceived organizational support (POS) and affective organizational commitment.
3. To determine the moderating effect of POS on the relationship between LMX quality and affective organizational commitment.
4. To provide recommendations for enhancing affective commitment through leadership and organizational support strategies.

LITERATURE REVIEW

Theoretical Literature

The theoretical foundation of this study draws primarily from social exchange theory (Blau, 1964), which posits that workplace relationships are governed by norms of reciprocity. According to this framework, employees who receive valuable resources, support, and positive treatment from their leaders and organizations feel obligated to reciprocate through positive attitudes and behaviors. Social exchange underpins both LMX theory and POS, providing a unifying mechanism for understanding how leader-subordinate relationships and organizational support influence employee commitment.

Leader-member exchange (LMX) theory, developed by Graen and colleagues, emphasizes that leaders form differentiated relationships with subordinates, ranging from high-quality (in-group) to low-quality (out-group) exchanges (Graen & Uhl-Bien, 1995). In high-quality LMX relationships, leaders provide subordinates with trust, autonomy, support, and developmental opportunities. In return, subordinates demonstrate loyalty, commitment, and willingness to go beyond formal job requirements. LMX theory suggests that the quality of these dyadic relationships significantly influences employee attitudes, including affective organizational commitment, as employees in high-quality LMX relationships perceive their leaders as organizational agents who provide valuable resources and recognition.

Perceived organizational support (POS) theory, articulated by Eisenberger and colleagues (1986), extends social exchange principles to the organizational level. POS reflects employees' beliefs about the extent to which the organization values their contributions and

cares about their well-being. According to this theory, employees personify the organization, attributing human-like characteristics to it based on treatment received from organizational agents, including leaders. When employees perceive high POS, they feel an obligation to reciprocate by enhancing their commitment and performance. POS is thus a key determinant of affective commitment, as it signals organizational investment in employees' welfare.

The integration of LMX and POS theories suggests that employees form perceptions of support from both interpersonal (leader) and organizational sources. The conservation of resources theory (Hobfoll, 2001) further supports the notion that resources from multiple sources can interact to influence employee outcomes. High-quality LMX provides relational resources, while POS provides organizational resources. When both are present, employees experience resource abundance, which enhances affective commitment. Conversely, when one resource is lacking, the positive effects of the other may be diminished. This theoretical integration underpins the hypothesized moderating role of POS on the LMX-affective commitment relationship.

Social identity theory (Tajfel & Turner, 1979) provides additional insight into how LMX and POS jointly influence affective commitment. Employees derive part of their self-concept from organizational membership. High-quality LMX and POS signal that employees are valued members of the organization, enhancing their organizational identification and emotional attachment. When both leadership quality and organizational support are high, employees are more likely to internalize organizational values and develop strong affective ties to the organization. This theoretical framework suggests that POS amplifies the positive effects of LMX by reinforcing employees' sense of belonging and organizational worth.

Empirical Literature

Empirical research has consistently demonstrated a positive relationship between LMX quality and affective organizational commitment. Gerstner and Day (1997), in a meta-analytic review, found a significant positive correlation between LMX and organizational commitment, with affective commitment emerging as the most strongly related commitment dimension. Dulebohn and colleagues (2012) further confirmed this relationship, noting that high-quality LMX relationships provide employees with socioemotional resources that enhance emotional attachment to the organization. Studies have shown that employees with high-quality LMX report greater organizational identification, increased job satisfaction, and reduced turnover intentions (Harris, Wheeler, & Kacmar, 2009).

The relationship between perceived organizational support and affective commitment is also well-established. Eisenberger and colleagues (1986) found that POS positively predicts affective commitment, as employees reciprocate organizational support with emotional attachment. Rhoades, Eisenberger, and Armeli (2001) conducted a meta-analysis demonstrating that POS is strongly related to affective commitment, with organizational justice, supervisor support, and organizational rewards serving as antecedents of POS. Employees who perceive that their organization supports them are more likely to develop strong emotional bonds with the organization, as support signals that the organization values their membership.

Several studies have explored the interactive effects of LMX and POS on employee outcomes. Erdogan and Enders (2007) found that POS moderated the relationship between LMX and employee stress, with high POS buffering the negative effects of low-quality LMX. Similarly, Chen and Klimoski (2003) demonstrated that POS moderates the relationship between LMX and employee performance, as organizational support provides a resource base that enables employees to translate high-quality LMX into enhanced performance. These findings suggest that POS serves as an important contextual factor that influences the strength of LMX-outcome relationships, consistent with the theoretical expectation that organizational support amplifies the benefits of high-quality leader-subordinate relationships.

Research specific to the moderating role of POS on the LMX-affective commitment relationship, however, is relatively limited. While studies have examined LMX and POS as independent predictors of commitment, fewer have tested their interactive effects. Studies by Masterson, Lewis, Goldman, and Taylor (2000) and Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002) have demonstrated that supervisor support and organizational support contribute independently to commitment, but the interaction effect remains underexplored. There is theoretical and empirical support for the proposition that POS moderates the LMX-commitment relationship, as organizational support signals the organization's overall valuing of employees, thereby influencing how employees interpret leader behaviors (Rhoades & Eisenberger, 2002).

In the African context, limited empirical research has examined LMX, POS, and affective commitment. Studies by Nyamubarwa (2016) in Zimbabwe and Mokgolo and Mokgolo (2012) in South Africa have shown positive relationships between LMX and commitment, but few have tested moderation effects. In Ghana, research on employee commitment has largely focused on job satisfaction, compensation, and working conditions, with limited attention to leadership and organizational support interactions (Ampofo, 2021; Asiedu, Sarfo, & Adjei, 2016). This study contributes to the literature by examining the moderating role of POS on the LMX-affective commitment relationship in the Ghanaian context, providing insights for human resource management practices in developing economies.

METHODOLOGY

Research Design

This study employed a quantitative cross-sectional research design to examine the moderating role of POS on the relationship between LMX quality and affective organizational commitment. The cross-sectional design was appropriate because the study aimed to collect data at a single point in time to assess relationships among variables. The quantitative approach enabled objective measurement of constructs and statistical analysis of hypothesized relationships (Creswell & Creswell, 2018).

Population and Sampling

The target population included employees working in public and private sector organizations in the Greater Accra Region of Ghana. Employees were selected from five organizations representing banking, education, manufacturing, telecommunications, and public administration sectors. Inclusion criteria required that employees had been with their organization for at least one year and had an immediate supervisor.

Stratified random sampling was used to ensure representation across sectors, organizational levels, and gender. Using Krejcie and Morgan's (1970) sample size table, a total of 350 employees were selected to achieve adequate statistical power for regression analyses while accounting for potential non-responses. Stratification variables included organizational sector (public/private), job level (junior/middle/senior), and gender to ensure diverse representation.

Data Collection Instruments

Three primary instruments were used in this study:

1. **Leader-Member Exchange (LMX-7) Scale**: The LMX-7 scale, developed by Graen and Uhl-Bien (1995), was used to assess LMX quality. This seven-item instrument measures the quality of the relationship between leaders and subordinates, including dimensions of trust, respect, and professional obligation. Participants rated items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Sample items include "My supervisor understands my job problems and needs" and "My supervisor recognizes my potential."
2. **Perceived Organizational Support (POS) Scale**: The eight-item short form of the POS scale (Eisenberger et al., 1986) was used to measure employees' perceptions of organizational support. Items assess the extent to which employees feel valued and cared for by their organization. Responses were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include "The organization values my contribution" and "The organization really cares about my well-being."
3. **Affective Commitment Scale**: Affective commitment was measured using the six-item affective commitment subscale from Meyer and Allen's (1991) three-component model of organizational commitment. Items assess emotional attachment, identification, and involvement in the organization. Responses were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include "I would be very happy to spend the rest of my career with this organization" and "I feel like 'part of the family' at my organization."

Demographic information, including age, gender, educational level, tenure, organizational sector, and job level, was also collected to control for potential confounding effects.

Validity and Reliability

To ensure content validity, all instruments were reviewed by three experts in organizational behavior and human resource management. A pilot study with 40 employees was conducted to check clarity, appropriateness, and timing. Reliability analysis showed Cronbach's alpha values of 0.89 for the LMX scale, 0.87 for the POS scale, and 0.91 for the affective commitment scale, indicating high internal consistency. All values exceeded the acceptable threshold of 0.70 (Nunnally & Bernstein, 1994), confirming instrument reliability.

Data Collection Procedure

Ethical approval was obtained from the relevant institutional review board. Permission to access employees was obtained from organizational management. Participants were informed about the purpose of the study and provided written informed consent. Data were collected through self-administered questionnaires distributed during working hours. Participants were assured of confidentiality and anonymity. Data collection occurred over a six-week period to accommodate organizational schedules and participant availability.

Data Analysis

Data were analyzed using SPSS version 27. Descriptive statistics, including means, standard deviations, and frequency distributions, were used to summarize demographic characteristics and study variables. Pearson's correlation coefficient was calculated to examine bivariate relationships between LMX, POS, and affective commitment. Hierarchical regression analyses were performed to test the moderating effect of POS on the LMX-affective commitment relationship. Control variables (age, gender, education, tenure, sector,

job level) were entered in Step 1. LMX and POS were entered in Step 2, and the interaction term (LMX × POS) was entered in Step 3. Statistical significance was set at $p < 0.05$.

Ethical Considerations

The study adhered to ethical principles. Participation was voluntary, and informed consent was obtained. Confidentiality and anonymity were maintained by assigning identification codes to participants. Participants were allowed to withdraw at any point without penalty. Data were securely stored and used solely for academic purposes. Organizational permission and institutional review board approval were obtained prior to data collection.

Analysis and Results

This section presents the statistical findings of the study, focusing on the moderating role of POS on the relationship between LMX and affective commitment. Descriptive statistics were first used to summarize participants' demographic characteristics and study variables. Pearson's correlation analysis was then conducted to examine the relationships between LMX, POS, and affective commitment. Finally, hierarchical regression analyses were performed to test the direct effects and moderating effect of POS.

Descriptive Statistics

The study sample consisted of 350 employees, with 53% male and 47% female. Participants' ages ranged from 22 to 58 years, with a mean age of 34.2 years (SD = 7.8). Educational levels varied, with 48% holding bachelor's degrees, 32% holding master's degrees, 12% holding diplomas, and 8% holding other qualifications. Organizational tenure averaged 5.6 years (SD = 4.2). Sector representation included 55% from private organizations and 45% from public organizations. Job levels included 52% junior staff, 35% middle-level staff, and 13% senior staff.

Descriptive statistics for the study variables are presented in Table 1. LMX scores ranged from 1.71 to 5.00, with a mean of 3.62 (SD = 0.68). POS scores ranged from 1.88 to 5.00, with a mean of 3.45 (SD = 0.72). Affective commitment scores ranged from 1.67 to 5.00, with a mean of 3.48 (SD = 0.74). These statistics indicate moderate levels of LMX quality, POS, and affective commitment, with sufficient variability for correlation and regression analyses.

Table 1: Descriptive Statistics of Study Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
LMX Quality	350	1.71	5.00	3.62	0.68
POS	350	1.88	5.00	3.45	0.72
Affective Commitment	350	1.67	5.00	3.48	0.74

Correlation Analysis

Pearson's correlation analysis was conducted to examine the bivariate relationships between LMX, POS, and affective commitment. The results, presented in Table 2, revealed significant positive correlations between all study variables. LMX was significantly correlated with affective commitment ($r = 0.45$, $p < .001$), indicating that employees with high-quality relationships with their leaders report greater emotional attachment to their organizations. POS was also significantly correlated with affective commitment ($r = 0.42$, $p < .001$), suggesting that perceived organizational support enhances affective commitment. Additionally, LMX and POS were positively correlated ($r = 0.38$, $p < .001$), indicating that employees who experience high-quality LMX relationships also perceive greater organizational support. These correlations provide preliminary support for the hypothesized relationships.

Table 2: Pearson Correlation Matrix

Variable	1	2	3
1. LMX Quality	1.00		
2. POS	0.38**	1.00	
3. Affective Commitment	0.45**	0.42**	1.00

**p < .001 (2-tailed)

Hierarchical Regression Analysis

Hierarchical regression analyses were conducted to test the direct effects of LMX and POS on affective commitment and to examine the moderating effect of POS on the LMX-affective commitment relationship. Control variables (age, gender, education, tenure, sector, job level) were entered in Model 1. LMX and POS were entered in Model 2. The interaction term (LMX × POS) was entered in Model 3. Results are presented in Table 3.

Table 3: Hierarchical Regression of LMX and POS on Affective Commitment

Model	Predictors	B	SE	β	t	Sig.
1	Age	0.01	0.01	0.06	1.18	.239
	Gender	-0.03	0.04	-0.04	-0.78	.436
	Education	0.05	0.03	0.08	1.67	.096
	Tenure	-0.01	0.01	-0.05	-1.02	.308
	Sector	-0.02	0.05	-0.02	-0.42	.674
	Job Level	0.08	0.04	0.10	2.01	.045
	$R^2 = 0.04$, Adjusted $R^2 = 0.02$, $F(6, 343) = 2.41$, $p < .05$					
2	LMX	0.41	0.05	0.38	8.20	.000
	POS	0.35	0.05	0.34	7.12	.000
	$R^2 = 0.36$, Adjusted $R^2 = 0.34$, $\Delta R^2 = 0.32$, $F(8, 341) = 23.64$, $p < .001$					
3	LMX × POS	0.18	0.06	0.21	3.01	.003
	$R^2 = 0.39$, Adjusted $R^2 = 0.37$, $\Delta R^2 = 0.03$, $F(9, 340) = 22.45$, $p < .001$					

Model 1 results showed that demographic and contextual control variables explained a modest portion of variance in affective commitment ($R^2 = 0.04$, $p < .05$). Job level was the only significant control variable ($\beta = 0.10$, $p < .05$), suggesting that employees at higher job levels report slightly greater affective commitment. Age, gender, education, tenure, and sector were not significant predictors.

Model 2 results demonstrated that both LMX ($\beta = 0.38$, $p < .001$) and POS ($\beta = 0.34$, $p < .001$) significantly predicted affective commitment, explaining 36% of the variance ($R^2 = 0.36$, Adjusted $R^2 = 0.34$, $\Delta R^2 = 0.32$, $p < .001$). This indicates that higher LMX quality and greater POS are independently associated with higher levels of affective commitment. VIF values were below 2.0, indicating no multicollinearity concerns.

Model 3 results showed that the interaction term (LMX × POS) was significant ($\beta = 0.21$, $p = .003$), adding 3% incremental variance ($\Delta R^2 = 0.03$, $p < .01$). The total model accounted for 39% of the variance in affective commitment ($R^2 = 0.39$, Adjusted $R^2 = 0.37$). The significant interaction indicates that POS moderates the relationship between LMX quality and affective commitment. Simple slope analysis revealed that the positive effect of LMX on affective commitment is stronger when POS is high (+1 SD) compared to when POS is low (-1 SD).

These findings support the study's hypothesis that POS moderates the LMX-affective commitment relationship. Employees who perceive high organizational support exhibit stronger affective commitment in response to high-quality LMX relationships. Conversely, when POS is low, the positive effect of high-quality LMX on affective commitment is attenuated.

DISCUSSION OF RESULTS

The findings of this study provide support for the hypothesized relationships among LMX quality, perceived organizational support, and affective organizational commitment. Pearson's correlation analysis revealed significant positive correlations between all study variables, indicating that employees who experience high-quality relationships with their leaders and perceive organizational support are more emotionally attached to their organizations. These findings align with social exchange theory (Blau, 1964), which posits that positive workplace experiences foster reciprocal positive attitudes and behaviors.

The hierarchical regression results demonstrated that LMX quality significantly predicts affective commitment, consistent with prior research (Gerstner & Day, 1997; Dulebohn et al., 2012). Employees in high-quality LMX relationships receive trust, autonomy, and developmental support from their leaders, which enhances their sense of value and belonging within the organization. This relational support translates into emotional attachment, as employees internalize organizational values and identify with the organizational mission. The predictive power of LMX ($\beta = 0.38$) confirms the centrality of leader-subordinate relationships in shaping employee commitment.

Similarly, POS emerged as a significant predictor of affective commitment, supporting the theoretical and empirical literature (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Employees who perceive that their organization values their contributions and cares about their well-being reciprocate with increased emotional attachment. POS signals organizational investment in employees, which fosters identification and loyalty. In the Ghanaian context, where employee-employer relationships are evolving, POS may serve as a critical mechanism for building commitment amidst competitive labor markets.

Most importantly, the study found that POS significantly moderates the relationship between LMX quality and affective commitment. The significant interaction effect ($\beta = 0.21$, $p < .01$) indicates that the positive impact of high-quality LMX on affective

commitment is amplified when employees perceive high organizational support. This finding extends previous research by demonstrating that LMX and POS jointly influence employee commitment, consistent with conservation of resources theory (Hobfoll, 2001). When employees receive support from both their immediate supervisors and the broader organization, they experience resource abundance, which enhances their emotional attachment.

The moderating effect suggests that organizational support reinforces the benefits of high-quality LMX by signaling that leadership support reflects genuine organizational commitment to employee well-being. When POS is high, employees interpret their leader's supportive behaviors as indicative of organizational values, strengthening their identification with the organization. Conversely, when POS is low, employees may perceive leadership support as idiosyncratic or self-serving, reducing its impact on organizational commitment. This finding underscores the importance of aligning leadership practices with organizational support systems to maximize employee commitment.

The study's findings have important implications for organizations seeking to enhance affective commitment. First, organizations should invest in leadership development programs that equip supervisors with the skills to build high-quality LMX relationships. Trust-building, communication, and empowerment are critical components of effective leader-subordinate relationships. Second, organizations should implement policies and practices that signal organizational support, including fair compensation, recognition programs, work-life balance initiatives, and career development opportunities. Third, organizations should ensure alignment between leadership practices and organizational support systems, as the interaction effect suggests that commitment is maximized when both are present.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study examined the moderating role of perceived organizational support on the relationship between leader-member exchange quality and affective organizational commitment among employees in Ghanaian organizations. The findings revealed significant positive relationships between LMX quality and affective commitment, and between POS and affective commitment. More importantly, POS significantly moderated the LMX-affective commitment relationship, indicating that the positive effects of high-quality LMX on commitment are strengthened when employees perceive high organizational support.

The study confirms theoretical frameworks, including social exchange theory, LMX theory, and POS theory, in the Ghanaian organizational context. The findings demonstrate that both interpersonal (leader) and organizational (support) resources contribute to employee commitment, and that these resources interact to produce stronger effects. Organizations that combine effective leadership practices with supportive organizational climates can foster greater affective commitment, enhancing employee retention and organizational performance.

Recommendations

1. **Leadership Development Programs**: Organizations should invest in training programs that develop supervisors' abilities to build high-quality LMX relationships. Training should focus on communication, trust-building, delegation, empowerment, and providing developmental opportunities to subordinates. Leadership development should be an ongoing process rather than a one-time intervention.
2. **Enhance Perceived Organizational Support**: Organizations should implement policies and practices that signal organizational support, including fair and transparent compensation systems, recognition and reward programs, work-life balance initiatives, employee wellness programs, and career development opportunities. Regular communication of organizational commitment to employee well-being is essential.
3. **Align Leadership and Organizational Support**: Organizations should ensure that leadership practices and organizational support systems are aligned. When organizational support is inconsistent with leadership behaviors, employees may perceive incongruence that undermines commitment. Organizations should communicate consistent messages about employee value through both leader behaviors and organizational policies.
4. **Employee Feedback Mechanisms**: Organizations should establish mechanisms for employees to provide feedback on leadership quality and perceived organizational support. Regular employee surveys, focus groups, and exit interviews can provide insights into areas for improvement and help organizations address concerns proactively.
5. **Contextual Consideration**: In the Ghanaian context, organizations should recognize the importance of relational leadership and organizational support in fostering commitment. Human resource strategies should be tailored to local cultural values, including collectivism, respect for authority, and community orientation, while also incorporating global best practices.
6. **Further Research**: Future studies should examine the moderating role of POS using longitudinal designs to establish causality and understand how relationships evolve over time. Comparative studies across sectors, industries, and cultural contexts would enhance generalizability. Additionally, research should explore mediating mechanisms, such as

organizational identification and perceived organizational justice, to further explain the LMX-POS-commitment relationship.

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