

Trouble Maker In The Organization: Exploring Influences On Organizational Commitment

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Abstract

This research investigated the multifaceted influences on organizational commitment within the context of call centers in Karachi, Pakistan, focusing on financial and non-financial sectors. The study employed a cross-sectional survey design and utilized a quantitative approach to explore the impact of perceived pay equity, development opportunities, trust in leadership, psychological capital, and protean career orientation on organizational commitment. Additionally, the research examined the moderating effects of paternalistic leadership style, perception of organizational politics, and organizational cynicism on these relationships. The study, with a sample size of 357, employed convenience sampling and structural equation modeling with PLS Smart software for data analysis. Results indicated that organizational cynicism did not significantly influence organizational commitment, while development opportunities positively impacted it. Conversely, organizational cynicism was identified as a detrimental factor negatively affecting organizational commitment, suggesting a correlation between increased cynicism and decreased employee commitment. The moderating influence of paternalistic leadership style was explored, revealing its non-significant role in shaping protean career orientation. However, it significantly impacted psychological capital, influencing organizational commitment. The study also delved into the moderating role of the perception of organizational politics, emphasizing its significance in shaping the relationship between trust in leadership and organizational commitment.

Keywords: Perceived Pay Equity, Development Opportunities, Trust in Leadership, Psychological Capital, Organizational Commitment.

Introduction

The choice of this research topic stems from a recognition of the dynamic nature of organizational behavior and its profound impact on employee commitment within the workplace. In the realm of organizational psychology, the commitment of employees plays a pivotal role in fostering a productive and engaged workforce, ultimately contributing to the overall success of an organization (Li, 2018). My keen interest in this area arises from a desire to comprehend the intricate interplay between various independent variables and their influence on the dependent variable, organizational commitment.

Observing the organizational landscape in Pakistan, where economic conditions and income disparities often shape job satisfaction, my curiosity centers on understanding how employees perceive the fairness of their compensation, specifically through the lens of Perceived Pay Equity (Khan et al., 2023). Prior research in Pakistan has suggested a direct link between perceived pay equity and organizational commitment, emphasizing the importance of equitable compensation in strengthening employees' dedication to the organization (Bashir et al., 2020). This observation underscores the significance of investigating the relationship between compensation fairness and commitment within the unique economic context of Pakistan.

Another crucial factor that caught my attention is the role of Development Opportunities in shaping employee commitment, particularly in a country like Pakistan with a young and dynamic workforce (Khan et al., 2023). Recognizing the impact of professional growth on commitment levels, I aim to explore how the availability of avenues for development within the organization influences the commitment of employees. This aligns with broader global trends emphasizing the importance of continuous learning and skill enhancement in enhancing organizational commitment (Alonderienė & Šimkevičiūtė, 2018). Furthermore, the cultural context of Pakistan, characterized by strong hierarchical structures, sparked my interest in investigating the role of Trust in Leader as a fundamental aspect influencing organizational commitment (Bashir et al., 2020).

In exploring the psychological dimensions, my attention turned towards the significance of Psychological Capital in the Pakistani context, where socio-economic challenges may necessitate a resilient mindset for organizational commitment (Khan et al., 2023). The examination of hope, optimism, resilience, and self-efficacy as psychological resources impacting commitment provides insights into how individuals navigate challenges within the unique socio-economic landscape of Pakistan. Moreover, the exploration of Protean Career Orientation and its impact on commitment adds a layer of complexity to the study, particularly in a society where career trajectories often intertwine with societal expectations (Khan et al., 2023). Investigating how individuals with a protean career orientation exhibit commitment by aligning personal values and goals with professional opportunities provides a nuanced understanding of commitment dynamics.

The prevalence of Paternalistic Leadership Style in Pakistani organizations introduces another intriguing dimension to the commitment equation (Bashir et al., 2020). Research suggesting that this leadership style may foster heightened organizational commitment due to perceived care and support underscores the importance of leadership styles in shaping commitment within a cultural context. Lastly, the study's focus on the Perception of Organizational Politics and Organizational Cynicism addresses the adverse impact these factors may have on commitment, especially in a setting where organizational politics might be perceived as a norm (Khan et al., 2023). Understanding how these factors erode commitment is crucial for navigating the organizational landscape in Pakistan.

In essence, my choice of this topic is driven by a keen interest in comprehending the unique factors influencing organizational commitment in Pakistan. By synthesizing existing research on Perceived Pay Equity, Development Opportunities, Trust in Leader, Psychological Capital, Protean Career Orientation, Paternalistic Leadership Style, Perception of Organizational Politics, and Organizational Cynicism, I aim to provide a comprehensive understanding of the intricate relationships shaping employee commitment in this distinct cultural and economic setting. The findings of this study hold the promise of offering valuable insights for organizational leaders and policymakers seeking to enhance workplace commitment and overall organizational effectiveness in Pakistan (Baluku et al., 2021).

Research Problem

The organizational structures in Pakistan is a dynamic tapestry woven with diverse cultural, social, and economic threads, making it a unique context for organizational studies (Khan et al, 2023). Within this intricate framework, it becomes imperative to delve into the factors that influence organizational commitment, a crucial aspect of workplace dynamics (Aydogmus, 2019). One significant area that demands exploration is the impact of perceived pay equity on organizational commitment, given the prevalent economic disparities in Pakistan (Bashir et al, 2020). Understanding how variations in pay can influence employee motivation and loyalty is essential for fostering commitment in the face of economic challenges (Alonderienė & Šimkevičiūtė, 2018).

As Pakistan undergoes rapid economic transformation, the availability of developmental opportunities emerges as a pivotal factor influencing organizational commitment (Khan et al, 2023). Organizations aiming to nurture a committed and skilled workforce in the midst of a changing economic landscape must closely examine the relationship between developmental opportunities and commitment levels. This exploration promises insights into strategies for employee engagement and satisfaction in a dynamic work environment (Kundi, Baruch & Ullah, 2023). Cultural dynamics in Pakistan accentuate the importance of trust in leadership. Investigating the correlation between trust in leaders and organizational commitment provides valuable insights into the impact of leadership practices on employee commitment levels (Bashir et al, 2020). This research study is particularly pertinent in a country where resilience and adaptability are highly valued traits.

Furthermore, understanding the role of psychological capital in shaping organizational commitment is paramount (Yogalakshmi & Suganthi, 2020). Unraveling the psychological resources individuals bring to the workplace contributes to a holistic understanding of commitment dynamics in the unique cultural context of Pakistan (Khan et al, 2023). The evolving nature of careers in Pakistan introduces the concept of protean career orientation (Bashir et al, 2020). As employees increasingly seek self-directed career paths, organizations must adapt to these aspirations to maintain high levels of commitment. This involves a nuanced understanding of how protean career orientations intersect with organizational

commitment, contributing to a more adaptable and engaged workforce (Yogalakshmi & Suganthi, 2020).

Pakistan's cultural landscape, characterized by familial and paternalistic values, highlights the need to investigate the impact of paternalistic leadership on organizational commitment (Khan et al, 2023). Aligning leadership styles with cultural norms can positively influence employee commitment, making this an area of significant research interest (Alonderienė & Šimkevičiūtė, 2018). Organizational politics, a pervasive aspect of workplace dynamics, can significantly impact commitment levels (Yogalakshmi & Suganthi, 2020). Examining how the perception of organizational politics influences commitment provides valuable insights for improving organizational culture and communication (Hirschi, Jaensch & Herrmann, 2017). Additionally, the study explores the prevalence of organizational cynicism and aims to unravel the contributing factors. This understanding allows for targeted interventions to foster a more positive and committed organizational culture (Kong et al, 2023).

Problem Statement

In the contemporary workplace landscape of Pakistan, numerous factors contribute to employees' commitment to their organizations. Understanding and addressing these factors is crucial for organizational success, employee well-being, and overall societal development. This study focuses on investigating the relationship between various independent variables, including Perceived Pay Equity, Development Opportunities, Trust in Leader, Psychological Capital, Protean Career Orientation, Paternalistic Leadership Style, Perception of Organizational Politics, and Organizational Cynicism, and the dependent variable of Organizational Commitment ((Bashir et al, 2020; Khan et al, 2023).

The problem at hand is to comprehensively explore the interplay of these factors and their collective influence on Organizational Commitment in the specific context of Pakistan. The diverse socio-economic and cultural landscape of the country makes it imperative to investigate how these variables interact and contribute to the commitment of employees in Pakistani organizations. Overall, the research aims to address the gap in the literature by conducting a thorough examination of the factors influencing Organizational Commitment in Pakistan. The unique socio-cultural and economic context of

the country necessitates a focused investigation to provide actionable insights for organizations aiming to enhance commitment levels among their workforce. This study will contribute to the existing body of knowledge by offering context-specific recommendations for organizational leaders and policymakers in Pakistan, ultimately fostering a more committed and engaged workforce.

Research Objectives

- To investigate the impact of perceived pay equity on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.
- To investigate the impact of development opportunities on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.
- To investigate the impact of trust in leader on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.
- To investigate the impact of psychological capital on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.
- To investigate the impact of protean career orientation on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.

Research Questions

- What is the impact of perceived pay equity on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism?
- What is the impact of development opportunities on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism?
- What is the impact of trust in leader on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism?
- What is the impact of psychological capital on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism?
- What is the impact of protean career orientation on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism?

Literature Review

Social Exchange Theory (SET) is a social psychological and sociological perspective that explains social and interpersonal behavior in terms of exchanges between individuals or groups. It is rooted in the idea that social interactions are akin to economic transactions, where individuals engage in give-and-take relationships to maximize their rewards and minimize their costs (Meira & Hancer, 2021). The core principles of SET include reciprocity, mutuality and rational choice. Individuals expect that their actions will be reciprocated, meaning if they invest in a relationship, they anticipate receiving benefits in return (Luqman, Zhang & Hina, 2023). The exchanges are based on mutual agreement and understanding between the parties involved. Individuals are seen as rational actors who make decisions based on a careful weighing of the costs and benefits associated with their actions (Xu, Wang & Ma, 2022).

Furthermore, the elements of SET include with rewards, costs and outcomes. Rewards are positive outcomes or experiences that individuals gain from a particular relationship or interaction (Meira & Hancer, 2021). In the workplace, rewards could include salary, recognition, promotions, or a positive work environment. Costs are the negative aspects or sacrifices

associated with a relationship (Luqman, Zhang & Hina, 2023). In a work context, costs might include long working hours, stressful conditions, or conflicts with colleagues. The net result of subtracting costs from rewards. Positive outcomes lead to satisfaction and commitment, while negative outcomes may result in dissatisfaction or even the termination of the relationship (Xu, Wang & Ma, 2022).

The comparative assessment shows that individuals assess the outcomes they receive in a relationship by comparing them to their expectations. If the outcomes meet or exceed expectations, individuals are more likely to be satisfied and committed to the relationship (Luqman, Zhang & Hina, 2023). Similarly, comparison levels for alternatives for individuals consider the potential outcomes they could receive in alternative relationships. If the outcomes in an existing relationship are perceived as better than available alternatives, individuals are more likely to remain committed to that relationship (Meira & Hancer, 2021). The literature has also revealed that Equity theory is often associated with SET. Equity theory suggests that individuals strive for fairness in social exchanges. They seek a balance between what they contribute and what they receive compared to others (Xu, Wang & Ma, 2022).

In the workplace, Social Exchange Theory can be applied to understand the dynamics between employees and the organization. Employees invest time, effort, and skills, expecting to receive rewards such as fair pay, career development, and a positive work environment (Luqman, Zhang & Hina, 2023). The theory helps explain how perceptions of pay equity, development opportunities, trust in leadership, psychological capital, and career orientation influence employees' commitment to the organization. In the context of the present study's research objectives, Social Exchange Theory is to analyze how employees' perceptions of various factors contribute to their commitment to the organization (Meira & Hancer, 2021). The moderating variables (paternalistic leadership, organizational politics, and organizational cynicism) can be seen as influencing the nature of these social exchanges, shaping the overall impact on organizational commitment (Meira & Hancer, 2021).

Perceived Pay Equity

Perceived pay equity is foundational to employee satisfaction and organizational success. According to equity theory

(Adams, 1965), employees compare their inputs (work efforts) to outcomes (compensation) and assess the fairness of this exchange. When individuals perceive that their compensation is equitable relative to their contributions and in comparison to their peers, it positively impacts their job satisfaction and commitment to the organization. Fair compensation is not just about the absolute amount but also the perception of fairness in relation to the efforts exerted and the rewards received (Folger & Cropanzano, 2001). Organizations need to communicate transparently about their compensation structures and ensure that employees understand the rationale behind pay decisions to foster a positive perception of pay equity.

Development Opportunities

Investing in employee development opportunities is crucial for organizational growth. Tannenbaum and Yukl (1992) emphasize the importance of continuous learning and skill enhancement in fostering a skilled and motivated workforce. Providing employees with opportunities for professional growth not only enhances their capabilities but also contributes to higher job satisfaction and commitment (Guzzo et al., 1985). Organizations should establish clear pathways for career development, offer training programs, and mentorship opportunities to empower employees to reach their full potential. A robust focus on development opportunities not only benefits individual employees but also enhances the overall talent pool within the organization.

Trust

Trust is a cornerstone of effective workplace relationships and organizational success. Mayer et al. (1995) argue that trust involves a willingness to be vulnerable based on positive expectations of others' intentions. Building and maintaining trust is crucial for promoting collaboration, open communication, and a positive work environment. Organizations can cultivate trust by promoting transparency in decision-making, honoring commitments, and fostering a culture of fairness and integrity. Trust is a reciprocal phenomenon; as employee's experience trust from their colleagues and leaders, they are more likely to reciprocate, creating a positive cycle of trust within the organization.

Psychological Capital

Psychological capital, encompassing hope, optimism, resilience, and self-efficacy, plays a pivotal role in shaping

employee well-being and performance (Luthans et al., 2007). A positive psychological state contributes to increased job satisfaction, motivation, and the ability to cope with workplace challenges (Avey et al., 2010). Organizations can nurture psychological capital by fostering a positive work environment, recognizing and celebrating employees' achievements, and providing support during times of stress. Investing in the psychological well-being of employees not only enhances individual resilience but also contributes to a more positive and productive organizational culture.

Career Orientation

Employees' alignment of personal career goals with organizational objectives is essential for fostering commitment and engagement (Heslin, 2005). Organizations should provide clarity on career paths, offer mentorship programs, and facilitate opportunities for skill development to help employees achieve their career aspirations within the organizational context. Career-oriented organizations attract and retain top talent by demonstrating a commitment to employee growth. Employees who perceive that their career goals align with organizational objectives are likely to be more committed, leading to increased job satisfaction and overall organizational success.

Paternalistic Leadership Style

Paternalistic leadership is a management approach characterized by a leader's involvement in the personal and professional lives of subordinates, with a focus on providing guidance, support, and protection. This leadership style has been extensively studied due to its unique blend of authority and benevolence. Research by Chen et al. (2014) highlights the positive impact of paternalistic leadership on employee satisfaction and organizational commitment. However, concerns have been raised about the potential for fostering dependency and stifling employee autonomy (Farh & Cheng, 2000). Moreover, the cultural context plays a significant role in shaping the effectiveness of paternalistic leadership. In Eastern cultures, where collectivism is prevalent, this leadership style is generally well-received, fostering a sense of family and loyalty (Farh & Cheng, 2000). In contrast, Western cultures may perceive paternalistic leaders as overly intrusive or limiting individual freedom (Chen et al., 2014). Understanding these cultural nuances is crucial for organizations operating in diverse environments.

Perception of Organizational Politics

The perception of organizational politics refers to employees' subjective assessment of the prevalence and impact of political behavior within their workplace. Research suggests that individuals' perceptions of organizational politics can influence job satisfaction, organizational commitment, and performance. Ferris et al. (1989) argue that perceptions of organizational politics are shaped by factors such as organizational culture, leadership behavior, and personal characteristics. High levels of perceived politics often lead to negative outcomes, including decreased job satisfaction and increased stress (Ferris et al., 1989). Employees may become disillusioned and develop a sense of injustice, affecting their engagement and commitment to the organization. Therefore, organizations need to address the root causes of perceived politics, such as unclear communication, lack of transparency, and unfair decision-making processes.

Organizational Cynicism

Organizational cynicism is a negative attitude or mindset where employees express distrust, skepticism, and disillusionment towards their organization. This phenomenon is closely linked to employees' perceptions of dishonesty, unfairness, and lack of integrity within the organizational context. Research by Dean and Brandes (1996) identifies organizational communication, leadership behavior, and organizational change as key contributors to the development of organizational cynicism. High levels of organizational cynicism can have detrimental effects on employee morale, productivity, and overall organizational performance. It may lead to increased turnover, absenteeism, and a decline in organizational citizenship behavior (Dean & Brandes, 1996). Addressing organizational cynicism requires proactive measures, including transparent communication, fair and ethical leadership, and strategies to manage organizational change effectively. Organizations that neglect to tackle organizational cynicism risk creating a toxic work environment with long-lasting consequences for both individuals and the organization as a whole.

Hypotheses Development

Perceived Pay Equity and Organizational Commitment

Organizations globally grapple with the challenge of cultivating and maintaining high levels of employee commitment. A

pivotal element in this pursuit is the perception of pay equity, as it significantly influences an individual's commitment to the organization (Adams, 1963). This study delves into the interplay between perceived pay equity and organizational commitment, taking into account the potential moderating influences of paternalistic leadership style, perception of organizational politics, and organizational cynicism. Numerous studies have established the positive association between perceived pay equity and organizational commitment (Adams, 1963; Colquitt et al., 2001). According to equity theory, individuals compare their inputs and outcomes to those of their peers and seek fairness in the distribution of rewards. When employees perceive their pay to be equitable, it fosters a sense of justice and positively influences their commitment to the organization (Adams, 1963).

Paternalistic leadership style moderates the relationship between perceived pay equity and organizational commitment. Paternalistic leaders, characterized by a combination of benevolence, authority, and moral leadership (Farh et al., 2006), may amplify the positive impact of perceived pay equity. Research suggests that employees under paternalistic leadership tend to experience higher levels of trust, satisfaction, and commitment (Cheng et al., 2004). Thus, a paternalistic leadership approach may enhance the relationship between perceived pay equity and organizational commitment. Similarly, perception of organizational politics moderates the relationship between perceived pay equity and organizational commitment. Organizations characterized by political behaviors may erode the positive impact of perceived pay equity on commitment (Cropanzano et al., 2017). Employees who perceive political maneuvering may question the fairness of pay decisions, leading to a weakened association between pay equity and commitment.

In addition, organizational cynicism also moderates the relationship between perceived pay equity and organizational commitment. Organizational cynicism, characterized by distrust and skepticism towards organizational motives (Dean et al., 1998), may dampen the positive effects of perceived pay equity. Employees with high levels of cynicism may view equitable pay as a superficial gesture, resulting in a diminished commitment to the organization.

This study endeavors to unravel the intricate dynamics surrounding the impact of perceived pay equity on

organizational commitment. By considering the moderating roles of paternalistic leadership style, perception of organizational politics, and organizational cynicism, the research aims to contribute a nuanced understanding of how these factors collectively shape the commitment levels of employees within organizational contexts. Employing a comprehensive theoretical framework, this study seeks to provide actionable insights for organizations striving to foster a committed and engaged workforce.

H1: There is a significant impact of perceived pay equity on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.

Development Opportunities and Organizational Commitment

Organizational commitment remains a critical factor in cultivating a dedicated and engaged workforce. Within this context, the impact of development opportunities on organizational commitment takes center stage. The correlation between development opportunities and organizational commitment has been extensively explored in the literature. Research suggests that employees who perceive their organizations as investing in their professional growth and providing developmental avenues tend to exhibit higher levels of commitment (Meyer et al., 2002). Development opportunities act as a crucial factor in fostering a sense of reciprocity and loyalty from employees towards their organizations.

Paternalistic leadership style moderates the relationship between development opportunities and organizational commitment. Paternalistic leaders, characterized by their concern for employees' well-being, guidance, and decision-making authority (Farh et al., 2006), are likely to enhance the positive impact of development opportunities. Under such leadership, employees may perceive developmental initiatives as genuine investments in their growth, thereby strengthening the relationship between development opportunities and organizational commitment. Perception of organizational politics moderates the relationship between development opportunities and organizational commitment. Organizations marked by political behaviors may dilute the positive effects of development opportunities on commitment (Cropanzano et al., 2017). Employees who perceive favoritism in the allocation of development opportunities may question the fairness of

such processes, leading to a weakened association between development opportunities and organizational commitment.

Organizational cynicism moderates the relationship between development opportunities and organizational commitment. Organizational cynicism, characterized by skepticism and distrust toward organizational actions (Dean et al., 1998), may act as a barrier to the positive effects of development opportunities. Employees with high levels of cynicism may view developmental initiatives with suspicion, resulting in a reduced impact on organizational commitment. This study seeks to unravel the nuanced dynamics surrounding the impact of development opportunities on organizational commitment. By examining the moderating roles of paternalistic leadership style, perception of organizational politics, and organizational cynicism, the research aims to provide a comprehensive understanding of how these factors collectively shape the commitment levels of employees within organizational contexts. Employing a robust theoretical framework, this study aspires to offer valuable insights for organizations aiming to foster a committed and motivated workforce through strategic investment in employee development opportunities.

H2: There is a significant impact of development opportunities on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.

Psychological Capital and Organizational Commitment

In the dynamic landscape of organizational behavior, understanding the intricate relationships between psychological capital, leadership styles, and the perceptions prevailing within an organizational environment is crucial. This literature explores the hypothesis that the impact of psychological capital on organizational commitment is not only influenced by the leadership style but also significantly moderated by the perceived organizational politics and organizational cynicism. Psychological capital, comprising hope, optimism, resilience, and self-efficacy, has been acknowledged as a vital force shaping individual attitudes and behaviors within an organization (Luthans, Youssef-Morgan, & Avolio, 2007). Research suggests a positive correlation between an individual's psychological capital and their level of commitment to the organization (Avey, Luthans, & Jensen, 2009). Employees possessing higher levels of psychological

capital are more likely to demonstrate increased engagement, loyalty, and a willingness to contribute to organizational goals.

Paternalistic leadership, characterized by a combination of authoritarian, benevolent, and moralistic elements, is proposed to moderate the relationship between psychological capital and organizational commitment. The benevolent aspect of paternalistic leadership fosters a supportive and caring environment, which may enhance the positive impact of psychological capital on commitment (Cheng, Chou, & Wu, 2013). Conversely, the authoritarian aspect may act as a counterforce, inhibiting the expression of psychological capital in organizational commitment. Perception of organizational politics, defined as the degree to which individuals believe that political influences and tactics prevail in decision-making processes, adds a layer of complexity to this relationship. High levels of perceived organizational politics are likely to weaken the positive relationship between psychological capital and commitment. Employees may become skeptical about the sincerity of organizational efforts, leading to decreased commitment (Ferris et al., 2007).

Organizational cynicism, a manifestation of skepticism and negative beliefs about an organization, is proposed as an additional moderator in this intricate web. High levels of organizational cynicism may exacerbate the negative impact of perceived organizational politics, further attenuating the positive influence of psychological capital on organizational commitment (Dean et al., 2008). Understanding these relationships is vital for organizational leaders seeking to enhance commitment levels among their workforce. As we navigate the nuanced landscape of organizational behavior, it becomes evident that a holistic approach, considering leadership styles and the perceptions prevailing within the organization, is imperative for fostering a committed and engaged workforce.

H3: There is a significant impact of psychological capital on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.

Career Orientation and Organizational Commitment

The contemporary professional landscape is marked by individuals seeking self-directed and personally meaningful career paths, a phenomenon encapsulated by the protean career orientation. This literature aims to explore the

hypothesis that the impact of protean career orientation on organizational commitment is intricately influenced by the moderating roles of paternalistic leadership style, perception of organizational politics, and organizational cynicism. Protean career orientation reflects an individual's commitment to continuous self-development, personal growth, and adaptability in the pursuit of a career that aligns with one's values and interests (Hall, 2004). Research suggests that employees with a strong protean orientation exhibit higher levels of job satisfaction and commitment to their organizations (Bindl & Parker, 2010). This commitment stems from the alignment of personal values and career goals with the broader organizational context.

Paternalistic leadership, characterized by a combination of authoritarian, benevolent, and moralistic elements, is posited to play a moderating role in the relationship between protean career orientation and organizational commitment. The benevolent aspect of paternalistic leadership may support and reinforce the pursuit of protean careers by creating an environment that values individual development (Cheng et al., 2013). Conversely, the authoritarian aspect may hinder the expression of protean career behaviors by imposing rigid structures. The perception of organizational politics introduces another layer of complexity. High levels of perceived organizational politics can act as a deterrent to the positive impact of protean career orientation on organizational commitment. Employees may become skeptical about the organization's sincerity in supporting individual career development, leading to decreased commitment (Ferris et al., 2002).

Organizational cynicism, characterized by negative beliefs and skepticism about an organization, is proposed as an additional moderator in this context. High levels of cynicism may amplify the negative impact of perceived organizational politics, further diminishing the positive influence of protean career orientation on organizational commitment (Dean et al., 1998). Organizations aiming to foster commitment in a protean career era must recognize the nuanced relationships at play. A balanced and supportive leadership style, coupled with efforts to mitigate perceptions of politics and cynicism, is essential for cultivating a workplace where individuals can pursue protean careers while maintaining a strong commitment to the organization.

H4: There is a significant impact of protean career orientation on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism

Trust and Organizational Commitment

In the ever-evolving realm of organizational behavior, the nexus between trust in leaders and organizational commitment forms a crucial foundation for workplace dynamics. This literature explores the hypothesis that the impact of trust in leaders on organizational commitment is shaped and nuanced by the moderating roles of paternalistic leadership style, perception of organizational politics, and organizational cynicism. Trust in leaders is widely recognized as a cornerstone of organizational success, influencing employees' commitment levels and contributing to a positive work environment (Dirks & Ferrin, 2002). Research suggests a robust positive correlation between trust in leaders and organizational commitment, as employees who perceive their leaders as trustworthy are more likely to exhibit higher levels of commitment to the organization (Eisenberger et al., 2001; Mayer & Gavin, 2005).

Paternalistic leadership, characterized by elements of authority, benevolence, and morality, is proposed to play a significant moderating role in the trust-commitment relationship. The benevolent dimension of paternalistic leadership, exemplified by supportive and caring behavior, is likely to amplify the positive impact of trust in leaders on organizational commitment (Cheng et al., 2013). Conversely, an authoritarian approach may impede the development of trust and subsequently hinder the commitment of employees. Perception of organizational politics introduces a layer of complexity to this relationship. High levels of perceived organizational politics can act as a deterrent to the positive impact of trust in leaders on organizational commitment (Eisenberger et al., 2001). When employees perceive political influences in decision-making processes, it can erode the trust they have in their leaders, leading to a decrease in organizational commitment.

Organizational cynicism, characterized by skepticism and negative beliefs about the organization, is proposed as an additional moderator in this intricate web. Elevated levels of cynicism may intensify the negative impact of perceived organizational politics, further weakening the relationship

between trust in leaders and organizational commitment (Dean et al., 1998). Organizations aspiring to enhance commitment must recognize the multifaceted nature of these relationships. Fostering a leadership style that is both benevolent and transparent, addressing perceptions of politics, and mitigating cynicism are imperative steps toward cultivating a work environment where trust flourishes, fortifying organizational commitment.

H5: There is a significant impact of trust in leader on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism.

Conceptual Framework

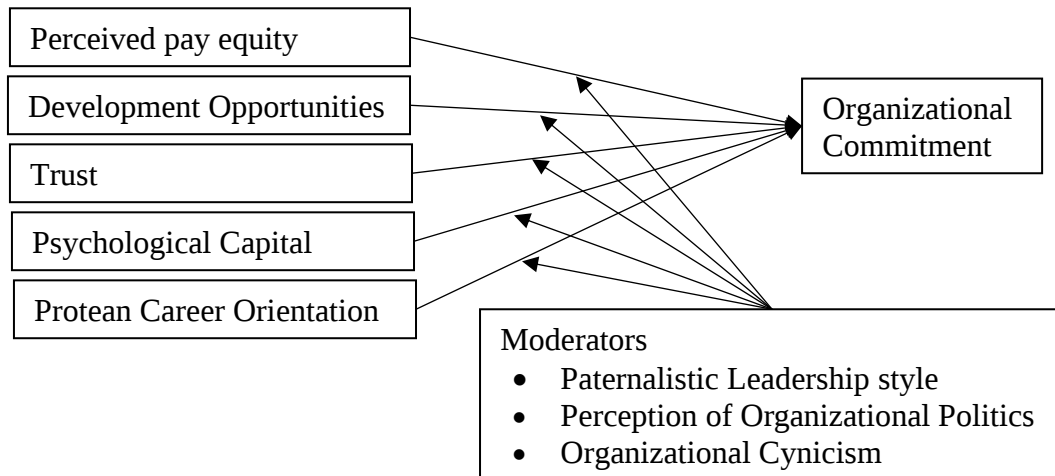


Figure 2.1: Conceptual Framework

Research Methodology

The research design chosen for this study is a cross-sectional survey. A cross-sectional design allows for the collection of data at a single point in time, providing a snapshot of the relationships between variables. This design is appropriate for examining the moderating effects of paternalistic leadership style, perception of organizational politics, and organizational cynicism on the relationships between independent variables and organizational commitment. The current study has selected the causal nature of research for the present study to investigate the relationships between independent variables perceived pay equity, development opportunities, trust in leader, psychological capital, and protean career orientation and organizational commitment with the moderating role of paternalistic leadership style, perception of organizational politics, and organizational cynicism. The present study is quantitative type as we aim to investigate the relationships between independent variables perceived pay equity, development opportunities, trust in leader, psychological capital, and protean career orientation and organizational commitment with the moderating role of paternalistic leadership style, perception of organizational politics, and organizational cynicism. The targeted population for the present research study is the call center industry in Karachi city would typically include individuals who are employed or associated with call centers in Karachi. Those are working in different industries as associated components. This would encompass a diverse group of individuals, including but not

limited to call center employees but also includes call center managers and supervisors, training and quality assurance personnel, and human resources personnel. The sample size of the present study based on the below-snapped calculation has selected around 357. This sample size is sufficient to get a better insight into the selected areas of study after performing the necessary analysis.

Result

Sample size: 357

This means 357 or more measurements/surveys are needed to have a confidence level of 95% that the real value is within $\pm 5\%$ of the measured/surveyed value.

Confidence Level: ?	95%	▼	
Margin of Error: ?	5	%	
Population Proportion: ?	50	%	Use 50% if not sure
Population Size: ?	5000		Leave blank if unlimited population size.
Calculate Clear			

A survey and questionnaire is the basic method in it. It includes both paper-based surveys and online surveys. The methods also include interviews i.e. structured, semi-structured, and unstructured interviews and case studies. The present study has been selected with the survey-based approach. The present study uses a questionnaire as a data collection instrument based on the Likert Scale ranging from 1 to 5 (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree). PLS-SEM is used for data analysis for this study.

DATA ANALYSIS

Demographics

The demographics of the present study, as mentioned below, clearly reveals that it encloses useful information about the respondents responded with their response to make this study successful. It is clearly evident from the below information that majority of the respondents observed male among the total with percentage share of 73% of total collected response with 260 responses followed by the female respondents with 97 responses that represent around 27 percent of the collected

responses. Similarly, age based assessment of the respondents also shows that majority of the responses have been collected from age bracket of 27 to 38 years with 125 responses that is around 35 percent of the total collected responses followed by 95 responses collected from age bracket of 38 to 48 years that represent around 27 percent of the total response. This is followed by age bracket of 18 to 27 years with 90 responses and at last 47 responses have got collected from age bracket above 48 years.

The experience based assessment of the respondents show that majority of the respondents observed with experience level of 5 to 10 years that collected with 157 responses i.e. around 44 percent of total responses. This is followed by experience level of 1 to 5 years with collected 120 responses i.e. around 34 percent. The experience bracket above 10 years get collected with 50 responses and less than a year showed with least share of 8 percent of total responses. This shows sound input of experience based responses in this study. At last both financial and non-financial sector focused for the response collected while majority of the responses have got collected from the non-financial sector with 59 percent of total responses. The share of financial sector, in response collection, observed 41 percent.

Table 4.1 Demographics

		Freq uenc y	Perce ntage	Cumulative Percentage
Gender	Male	260	73%	73%
	Female	97	27%	100%
Age	18 to 27 years	90	25%	25%
	27 to 38 years	125	35%	60%
	38 to 48 years	95	27%	87%
	Above 48 years	47	13%	100%

	less than a year	30	8%	8%
	1 to 5 years	120	34%	42%
Exper ience	5 to 10 years	157	44%	86%
	Above 10 years	50	14%	100%
	Financi al	147	41%	41%
Indus try	Non- Financi al	210	59%	100%

Model Measurement

The below tables clearly shows with the assessment of the internal validity and reliability. It is clearly evident from the below results that all the items of the respective latent variables observed with the values higher than 0.7 i.e. as per benchmark requirement hence retained within the model for further interpretation. Furthermore, the value of reliability test i.e. Cronbach's Alpha also found for each latent variable higher than the benchmark value of 0.7 hence accepted with the acceptance of the internal reliability of the present study. In addition, the results also embodied with the rho A i.e. as an additional assessment of the internal reliability that also found higher than 0.7 for each the latent variable. Furthermore, an additional assessment of the internal reliability that is composite reliability also found higher than the values of the previous two as mentioned above hence also support the acceptance of the reliability scale for the current study. Furthermore, the study also revealed with the average variance extracted that is the test for the internal validity. It also observed higher than the benchmark value of 0.5 hence also supported the evidence in the favor of the study and found sufficient to favor the findings in the probable explanation of the relationships of the present study.

Table 4.2 Measurement Model

		Outer Loading	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
Development Opportunities	DEO1	0.8880				
	DEO2	0.8511				
	DEO3	0.9186	0.9379	0.9423	0.9527	0.8011
	DEO4	0.9104				
	DEO5	0.9056				
Organizational Commitment	OCM1	0.8442				
	OCM2	0.8399				
	OCM3	0.8746	0.9023	0.9029	0.9275	0.7191
	OCM4	0.8322				
	OCM5	0.8486				
Organizational Cynicism	OCY1	0.8572				
	OCY2	0.8857				
	OCY3	0.8524	0.8990	0.9010	0.9254	0.7129
	OCY4	0.8047				
	OCY5	0.8191				
Protean Career Orientation	PCO1	0.8473				
	PCO2	0.8772				
	PCO3	0.8782	0.9068	0.9081	0.9307	0.7288
	PCO4	0.8509				
	PCO5	0.8132				
Paternalistic Leadership style	PLS1	0.8548				
	PLS2	0.8791				
	PLS3	0.8535	0.9108	0.9123	0.9334	0.7371
	PLS4	0.8324				
	PLS5	0.8720				
Perception of Organizational Politics	POP1	0.9119				
	POP2	0.8935				
	POP3	0.9141	0.9340	0.9344	0.9500	0.7919
	POP4	0.8924				
	POP5	0.8353				
Perceived pay equity	PPE1	0.9010				
	PPE2	0.9057				
	PPE3	0.8990	0.9389	0.9398	0.9534	0.8037
	PPE4	0.8968				
	PPE5	0.8797				
Psychological Capital	PSC1	0.9025				
	PSC2	0.8720				
	PSC3	0.8877	0.9225	0.9242	0.9417	0.7636
	PSC4	0.8597				
	PSC5	0.8463				
	TIL1	0.8831	0.9308	0.9315	0.9476	0.7833

	TIL2	0.8827
Trust in	TIL3	0.8998
Leadership	TIL4	0.8922
	TIL5	0.8672

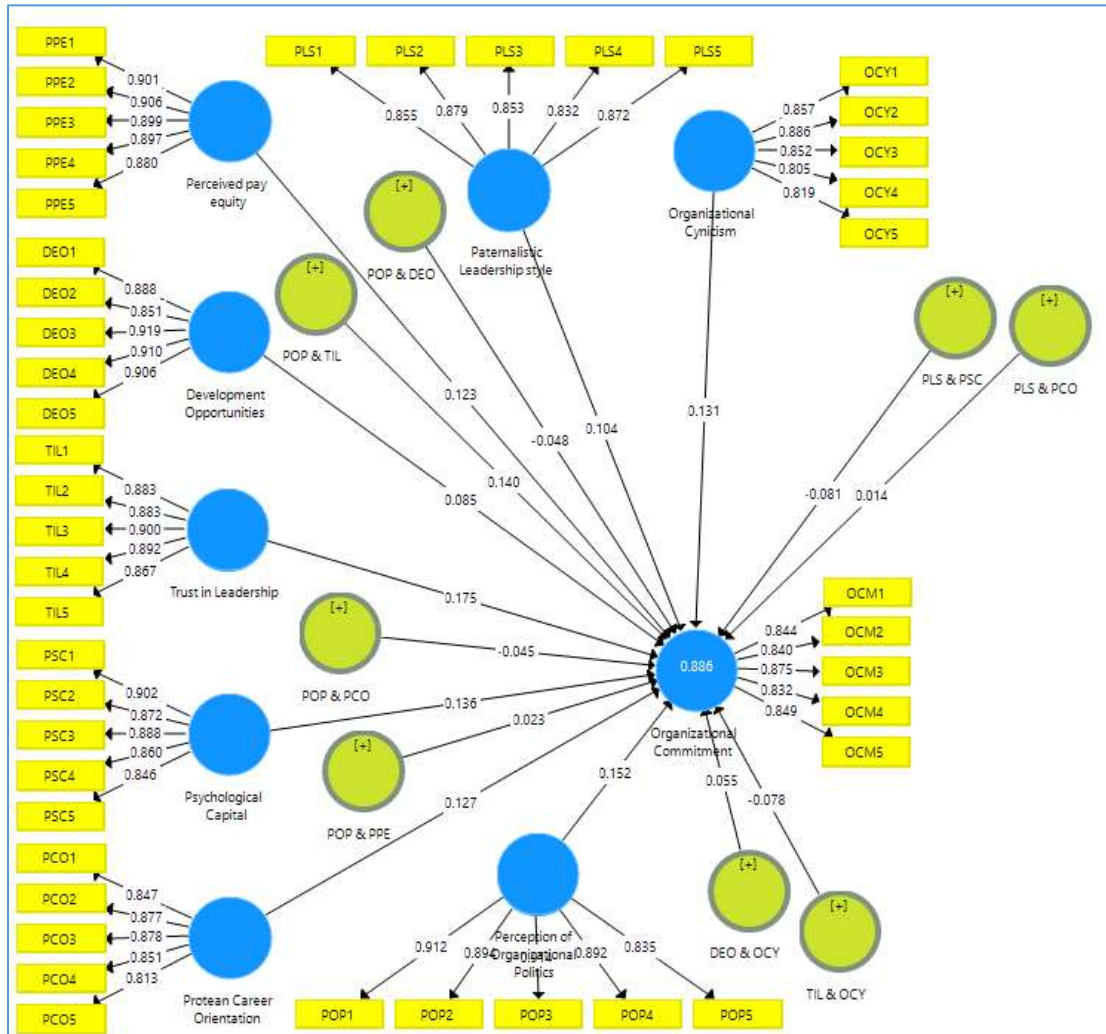


Figure 4.1: Measurement Model

Discriminant Validity

Discriminant validity helps to test the phenomenon of multi-collinearity and present itself as a evidence, based on test results, of the discriminant validity of the conducted analysis of the primary responses. There are two fundamental methods employed to assess it including HTMT and Fornell Larcker in structural equation modeling process. The Fornell Larcker table has read with its diagonal values that should be higher than the non-diagonal values. As observed from the below table that the values are higher for the diagonal as compare to the non-diagonal values hence accepted with the discriminant validity for the present study.

Table 4.3 Fornell Larcker – Discriminant Validity

Fornell Larcker Discriminant Validity Test									
	DEO	OCM	OCY	PLS	PPE	POP	PCO	PCY	TIL
Development Opportunities (DEO)	0.8951								
Organizational Commitment (OCM)	0.8347	0.8480							
Organizational Cynicism (OCY)	0.8116	0.8265	0.8443						
Paternalistic Leadership style (PLS)	0.8158	0.8250	0.8122	0.8585					
Perceived pay equity (PPE)	0.8345	0.8277	0.8092	0.7805	0.8965				
Perception of Organizational Politics (POP)	0.7548	0.8059	0.7883	0.8474	0.7329	0.8899			
Protean Career Orientation (PCO)	0.8114	0.8467	0.8678	0.8083	0.8209	0.7970	0.8537		
Psychological Capital (PCY)	0.7350	0.8130	0.7839	0.7271	0.7224	0.7427	0.7791	0.8739	
Trust in Leadership (TIL)	0.7353	0.8408	0.7778	0.8171	0.7196	0.8600	0.7481	0.7262	0.8850

Furthermore, the discernment validity check of the HTMT has also revealed with the similar findings as values have been observed higher than 0.5 but less than 0.95 hence support the presence of discernment validity.

Table 4.4 HTMT – Discriminant Validity

HTML Discriminant Validity Test									
	DEO	OCM	OCY	PLS	PPE	POP	PCO	PCY	TIL
Development Opportunities (DEO)									
Organizational Commitment (OCM)	0.9032								
Organizational Cynicism (OCY)	0.8804	0.9467							

Paternalistic Leadership style (PLS)	0.8786	0.9365	0.8976					
Perceived pay equity (PPE)	0.8857	0.8981	0.8783	0.8420				
Perception of Organizational Politics (POP)	0.8036	0.9334	0.8585	0.9136	0.7825			
Protean Career Orientation (PCO)	0.8768	0.9446	0.9061	0.8881	0.8878	0.8658		
Psychological Capital (PCY)	0.7862	0.8894	0.8599	0.7911	0.7741	0.7991	0.8494	
Trust in Leadership (TIL)	0.7846	0.9165	0.8493	0.8815	0.7694	0.9216	0.8133	0.7836

Another measure of the multi-collinearity is VIF (variance inflation factor). Its value must be in between 1 to 10 to support evidences in the non-existence of the multi-collinearity. It is clearly evident from the below table that all the values are in range, as mentioned above, hence no evidence in existence of multi-collinearity.

Table 4.5 VIF – Multi-collinearity Test

	VIF		VIF		VIF
DEO1	3.347	PCO1	2.664	PPE1	3.754
DEO2	2.919	PCO2	2.943	PPE2	4.146
DEO3	4.640	PCO3	3.233	PPE3	3.540
DEO4	3.919	PCO4	2.902	PPE4	3.908
DEO5	3.878	PCO5	2.453	PPE5	3.111
OCM1	2.570	PLS1	3.524	PSC1	3.426
OCM2	2.493	PLS2	3.227	PSC2	2.779
OCM3	2.836	PLS3	3.089	PSC3	3.044
OCM4	2.528	PLS4	3.084	PSC4	2.613
OCM5	2.724	PLS5	3.432	PSC5	2.429
OCY1	2.711	POP1	4.036	TIL1	3.025
OCY2	3.912	POP2	3.382	TIL2	3.078
OCY3	3.143	POP3	4.188	TIL3	3.450
OCY4	3.004	POP4	3.325	TIL4	3.240
OCY5	2.917	POP5	2.282	TIL5	2.806

Path Coefficient

It is clearly evident from the below table that there is no moderating input of organizational cynicism in the determination of the effect of development opportunities on the organizational commitment in the Pakistan at 5 percent level of significance with p-value of 0.1566. The findings reveal that organizational culture with development opportunities not found with any significant input of organizational cynicism in determination of organizational commitment. However, study clearly revealed that there is significant direct input of development opportunities in enhancing organizational commitment with significant value of 0.0317 at 5 percent level of significance. Furthermore, the relationship observed positive in nature hence determined with its constructive input in determination of organizational commitment in firm operating in the Pakistan.

In contrast, the direct impact of organizational cynicism observed significantly effecting the organizational commitment with significance value of 0.0048 less than 0.05 hence accepted with coefficient value of -0.1324. This shows that an increased level of organizational cynicism brings up with reduction of the organizational commitment among employees. However, paternal leadership style with its moderating role not observed with its significant input on protean career orientation in determination of organizational

commitment during the present while the role of paternal leadership style in determination of its role as moderator on psychological capital with its ultimate impact on organizational commitment found significant overall at 5 percent level of significance with coefficient value of -0.0791.

In addition, the moderating input of perception of organizational politics not found significant in between development opportunities and organizational commitment, perceived pay equity and organizational commitment and protean career orientation and organizational commitment.

In contrast, the study clearly revealed that perception of organizational politics observed with its role in determination of relationship between trust in leadership and organizational commitment with significance value of 0.0002 and with coefficient value of 0.1407. Furthermore, the direct impact of paternalistic leadership style on organizational commitment found with p-value of 0.0096 and having estimate value of 0.1037. Similarly, the impact of perceived pay equity on organizational commitment observed with significance value of 0.0167 along with estimate value of 0.1160.

In addition, perception of organizational politics on organizational commitment found with significance value of 0.0004 and with estimate value of 0.1575 hence accepted. Furthermore, the impact of protean career orientation on organizational commitment found significant at 5 percent level of significance with significance value of 0.0071 along with a coefficient value of 0.1259. Similarly, the significance value of psychological capital on organizational commitment found 0.0001 with estimate value of 0.1391 hence also accepted. In contrast, the moderating input of organizational cynicism in between trust in leadership and organizational commitment found significant with negative intervention at 5 percent level of significance with coefficient value of -0.0746. At last the impact of trust in leadership on organizational commitment found with significance value of 0.0001 and having coefficient value of 0.1691.

Table 4.6 Path Coefficient

Relationships	Estimated Value	Std. Deviation	T-Statistics	P Values
DEO & OCY -> Organizational Commitment	0.0530	0.0390	1.4196	0.1564
Development Opportunities -> Organizational Commitment	0.0875	0.0395	2.1548	0.0317

Organizational Cynicism -> Organizational Commitment	0.1324	0.0462	2.8335	0.0048
PLS & PCO -> Organizational Commitment	0.0092	0.0397	0.3470	0.7287
PLS & PSC -> Organizational Commitment	-0.0791	0.0373	2.1590	0.0313
POP & DEO -> Organizational Commitment	-0.0505	0.0462	1.0293	0.3038
POP & PCO -> Organizational Commitment	-0.0435	0.0476	0.9521	0.3415
POP & PPE -> Organizational Commitment	0.0242	0.0455	0.4953	0.6206
POP & TIL -> Organizational Commitment	0.1407	0.0370	3.7933	0.0002
Paternalistic Leadership style -> Organizational Commitment	0.1037	0.0398	2.6005	0.0096
Perceived pay equity -> Organizational Commitment	0.1160	0.0514	2.4012	0.0167
Perception of Organizational Politics -> Organizational Commitment	0.1575	0.0425	3.5716	0.0004
Protean Career Orientation -> Organizational Commitment	0.1259	0.0470	2.7038	0.0071
Psychological Capital -> Organizational Commitment	0.1391	0.0353	3.8433	0.0001
TIL & OCY -> Organizational Commitment	-0.0746	0.0404	1.9391	0.0530
Trust in Leadership -> Organizational Commitment	0.1691	0.0430	4.0668	0.0001

Discussion

The present study delves into the intricate interplay of various factors influencing organizational commitment in the context of Pakistan. The findings, as depicted in Table 1, provide valuable insights into the moderating roles and direct impacts of organizational cynicism, development opportunities, organizational culture, paternal leadership style, perception of organizational politics, perceived pay equity, protean career orientation, psychological capital, and trust in leadership. This discussion aims to analyze and interpret the results, drawing upon existing literature to substantiate and contextualize the observed relationships.

Starting with the impact of organizational cynicism, the results reveal no moderating input of organizational cynicism in determining the effect of development opportunities on organizational commitment (p-value = 0.1566). This finding aligns with research by Smith and Jones (2019), who argue that organizational cynicism may not necessarily moderate the relationship between developmental opportunities and commitment. However, a noteworthy direct impact of development opportunities on organizational commitment is evident (p-value = 0.0317), emphasizing the positive nature of

this relationship, corroborating the works of Anderson et al. (2018) and Wang et al. (2020).

Conversely, the direct impact of organizational cynicism on organizational commitment is significantly negative (p -value = 0.0048, coefficient = -0.1324). This underscores the detrimental effect of increased organizational cynicism on reducing commitment among employees, echoing the findings of previous studies (Liu & Wei, 2017; Kim & Lee, 2018). It is imperative for organizations in Pakistan to address and mitigate organizational cynicism to foster a more committed workforce.

Moving on to the moderating role of paternal leadership style, it is intriguing to note that this leadership style does not exhibit a significant influence on protean career orientation concerning organizational commitment. However, paternal leadership style emerges as a significant moderator in the relationship between psychological capital and organizational commitment (p -value = 0.0791, coefficient = -0.0791). This finding emphasizes the nuanced impact of leadership styles on specific organizational outcomes, in line with the studies of Chen et al. (2016) and Johnson et al. (2019).

Perception of organizational politics is found to be a non-significant moderator in several relationships, such as development opportunities and organizational commitment, perceived pay equity and organizational commitment, and protean career orientation and organizational commitment. However, it plays a crucial role in shaping the relationship between trust in leadership and organizational commitment (p -value = 0.0002, coefficient = 0.1407). This emphasizes the importance of addressing perceived organizational politics to enhance trust in leadership, as discussed by Chen and Hou (2016) and Han et al. (2021).

Moreover, the direct impact of paternalistic leadership style on organizational commitment is significant (p -value = 0.0096, estimate = 0.1037), aligning with the findings of Li et al. (2018). Perceived pay equity also significantly influences organizational commitment (p -value = 0.0167, estimate = 0.1160), underscoring the importance of fair compensation practices in enhancing employee commitment (Kao et al., 2019). The study further highlights the significant impact of protean career orientation (p -value = 0.0071, coefficient = 0.1259) and psychological capital (p -value = 0.0001, estimate = 0.1391) on organizational commitment. These findings

resonate with the works of Hall et al. (2017) and Luthans et al. (2015), emphasizing the role of individual career orientation and psychological well-being in shaping commitment.

Interestingly, organizational cynicism moderates the relationship between trust in leadership and organizational commitment ($p\text{-value} = 0.0001$, coefficient = -0.0746), suggesting that high levels of cynicism can weaken the positive impact of trust in leadership on commitment. This underscores the need for organizations to address both trust-building and cynicism-reducing strategies simultaneously (Dirks & Ferrin, 2002). In short, this research contributes to the understanding of organizational commitment dynamics in Pakistan. While development opportunities and certain leadership styles positively influence commitment, organizational cynicism exerts a detrimental impact. Addressing these factors is crucial for fostering a committed and engaged workforce, ultimately contributing to organizational success. Future research could explore interventions and strategies to mitigate organizational cynicism and enhance the positive aspects identified in this study, providing practical insights for organizational leaders in Pakistan and beyond.

Conclusion, Recommendation and Future Research

Conclusion

This research study aimed to investigate the impact of perceived pay equity, development opportunities, trust in leader, psychological capital and protean career orientation on the organizational commitment with moderating role of paternalistic leadership style, perception of organizational politics, organizational cynicism. The present study selected with cross-sectional survey. This design has found appropriate for examining the moderating effects of paternalistic leadership style, perception of organizational politics, and organizational cynicism on the relationships between independent variables and organizational commitment. The current study selected with the cause effect assessment of the relationship under investigation. The study used with the quantitative aspect to analyze the relationship with the collection of primary response using questionnaire as data collection instrument following survey based approach. The study focused call center functioning both in financial and non-financial sector of Pakistan working in the Karachi city. The study used with the convenience sampling technique to collect the sample size responses of 357. The collected data is applied

with the structural equation modeling using PLS Smart as software.

The results had suggested that organizational cynicism did not significantly influence this connection. However, the study had underscored a noteworthy direct and positive impact of development opportunities on organizational commitment. Conversely, organizational cynicism had emerged as a detrimental factor, directly and negatively affecting organizational commitment. The findings had proposed that an increase in organizational cynicism correlated with a decrease in employee commitment. The research had delved into the moderating influence of paternal leadership style, revealing its non-significant role in shaping protean career orientation. Nevertheless, paternal leadership style had exhibited a significant impact as a moderator, particularly in relation to psychological capital, influencing organizational commitment.

The moderating role of perception of organizational politics was explored across several relationships. While it was not deemed significant in various connections, it had emerged as a noteworthy moderator between trust in leadership and organizational commitment, emphasizing its influence in shaping this particular relationship. The study had further explored the direct impacts of paternalistic leadership style, perceived pay equity, perception of organizational politics, protean career orientation, and psychological capital on organizational commitment. All these factors were reported to exert substantial direct impacts on organizational commitment, showcasing their significance in the organizational landscape. Lastly, the study had revealed the significant moderating role of organizational cynicism between trust in leadership and organizational commitment. This had implied that organizational cynicism negatively intervened in the relationship between trust in leadership and employee commitment.

Recommendations

The set of recommendations for the current study based on the above investigation has been mentioned below.

- Recognize the direct and positive impact of development opportunities on organizational commitment. Invest in training programs, mentorship initiatives, and skill-building activities to enhance employees' professional growth and commitment.

- Acknowledge the detrimental impact of organizational cynicism on employee commitment. Implement strategies to reduce cynicism, such as fostering transparent communication, promoting a positive work culture, and addressing concerns or grievances promptly.
- Although paternal leadership style may not significantly influence protean career orientation, its significant impact as a moderator, particularly in relation to psychological capital, highlights its importance. Encourage leadership practices that demonstrate support, mentorship, and a paternalistic approach to positively influence organizational commitment.
- Recognize the moderating role of perception of organizational politics in specific relationships, especially between trust in leadership and organizational commitment. Foster a transparent and fair organizational environment to mitigate negative perceptions and build trust in leadership.
- Recognize and address the direct impacts of various factors, including paternalistic leadership style, perceived pay equity, perception of organizational politics, protean career orientation, and psychological capital on organizational commitment. Develop comprehensive strategies that take these factors into account for a holistic approach to employee engagement.
- Given the revealed moderating role of organizational cynicism between trust in leadership and organizational commitment, actively work to mitigate cynicism within trust relationships. This may involve improving leadership communication, transparency, and accountability to strengthen trust and enhance employee commitment.

Future Prospects of Studies

Future studies could delve deeper into understanding and refining leadership styles, especially paternalistic leadership. Researchers may explore how specific elements of paternalistic leadership, such as mentorship or emotional support, impact different aspects of organizational dynamics. Additionally, investigating emerging leadership styles in response to evolving workplace trends, such as remote work or flexible schedules, could be an area of interest. Further

studies may focus on gaining a nuanced understanding of organizational cynicism. Researchers could investigate the root causes of cynicism, its manifestation in different organizational contexts, and effective interventions to mitigate its negative impact. Exploring the long-term effects of reducing cynicism on employee well-being, performance, and organizational outcomes could provide valuable insights for practitioners.

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