SPCRD GLOBAL
PUBLISHING
Sustainable Solutions

REAL

**Review of Education,
Administration and Law**

Journal homepage: <http://real.spcrd.org> ISSN (Print): 2708-1788 ISSN (Online): 2708-3667

Empirically Investigating the Moderating Impact of Special Peer Support on the Relationship of Management Support and Employee Work Attitude

^a Ashfaq Ahmad, ^b Hazrat Bilal, ^c Palwasha Bibi, ^d Jawad Hussain

^a Assistant Professor, Centre for Management and Commerce, University of Swat, Pakistan

Email: Ashfaqahmad79@outlook.com

^b Assistant Professor, Centre for Management and Commerce, University of Swat, Pakistan

Email: hbilal@uswat.edu.pk

^c Assistant Professor, Centre for Management and Commerce, University of Swat, Pakistan

Email: Dr.palwashabibi@gmail.com

^d Associate Professor, Department of Commerce and Management Sciences, University of Malakand, Pakistan

Email: jawadhussain79@gmail.com

ARTICLE DETAILS	ABSTRACT
History: Accepted 20 Nov 2020 Available Online 31 Dec 2020	<i>This study aim was to examine the moderating impact of Special Peer Support (SPS) on the relationship of Management Support (MS) and an important employee work attitude called Employee Commitment (EC) of individuals working in administrative positions at public sector universities of Khyber Pakhtunkhwa, Pakistan. A diverse sample of 175 employees was drawn from different universities. Data was collected through a survey technique and was analyzed by Structure Equation Model (SEM). Conclusively, this study has forwarded notable framework, outlining the potential role of management support towards employee work attitude, followed by the moderating effect of SPS to boost this relationship. In other words, this study confirmed the significant impact of MS on EC and also found a significant moderating impact of SPS on the MS and EC relationship.</i>
Keywords: Special Peer Support, Management Support, Employee Attitude, Employee Commitment	
JEL Classification: L84, L89	
DOI: 10.47067/real.v3i3.86	
<i>© 2020 The authors. Published by SPCRD Global Publishing. This is an open access article under the Creative Commons Attribution-NonCommercial 4.0</i>	

Corresponding author's email address: hbilal@uswat.edu.pk

1. Introduction

Employee Commitment is an important aspect of employee work behavior, which is the ability of employees to contribute towards the organizational objectives (Park & Rainey, 2007). EC is a work attitude that has received substantial interest from management theorists to study because it influences major work-related behaviors (Meyer & Allen, 1997). These work-related behaviors of employees are linked with employee commitment, retention, quality of work, high involvement and continuous organization support (Kwon & Banks, 2004; London, 1993).

Organizations tend to be interested in having workers who are highly committed (Lee & Jamil, 2016). Some researchers stated that employee commitment has a direct impact on the performance of

an organization and is therefore seen as an important issue (Jaramillo, Mulki, & Marshall, 2005; Siders, George, & Dharwadkar, 2001). Building employee commitment among employees of service industry such as Universities has become very necessary in order to enhance the organizational competitiveness (Hanaysha, 2016). By looking at literature, there has been an increased recognition that more attention needs to be paid to the area of employee commitment in the service industry (Mohamed & Ali, 2016).

Among the different antecedents of commitment, management support is central to employees as managers are formally responsible for monitoring, promotions and pay decisions of employee that impact their motivation, turnover intentions and commitment. Thus good relationship between managers and workers brings a positive change in employee's work related attitudes and behaviors (Cheng, Jiang, & Riley, 2003). Furthermore, Special Peer Support (SPS) in the workplace has been recognized as predominant factor affecting the commitment of employees in an organization (Limpanitgul, Boonchoo, & Photiyarach, 2014) and hence the current study signifies a move forward in recognizing the impact of MS on EC in Pakistan context with the moderating effect of SPS in administrative staff working at universities of Khyber Pakhtukhwa, Pakistan.

In this study the Blau (1964) Social Exchange Theory (SET) was used as a theoretical underpinning, which means that when employees believe that they are being treated in a positive way, they will also react in the same way with positive attitude. Similarly, if it is perceived by employees that they are not treated positively, they will react the same as well. Hence, on the basis of this theory both hypothesis 1 and 2 were developed for further testing. Furthermore, the main objectives of this study are to examine the relationship between MS and EC, and the moderating impact of SPS on the same relationship.

2. Literature Review

2.1 Employee Commitment

The term commitment was introduced by Becker (1960) as a mechanism of producing a consistent human behavior and was further explained by Mowday, Steers, and Porter (1979) as the relative strength of an employee identification with and involvement in an organization. It is a result of a convergence of employees' work experiences, organizational expectation and personal attributes, leading to positive feelings towards organization, which in turn becomes commitment (Mowday, Porter, & Steers, 1982). It is psychological attachment of an individual with an organization which reduces employee turnover intentions (Allen & Meyer, 1990; Shahzad, Shah, Waseem, & Bilal, 2020), improves organizational performance (Berberoglu, 2018), employee motivation (NGUYEN et al., 2020), job performance (Hendri, 2019) and job satisfaction (Hendri, 2019; Y. I. Kim, Geun, Choi, & Lee, 2017).

Measuring EC is an examination of the coherence between the values and beliefs of a person and those of the organization (Swales, 2002). Organizations tend to be interested in highly committed employees since it is generally recognized that EC will yield different organizational outcomes (Kwon & Banks, 2004) such as increase in employees loyalty and productivity (Mowday et al., 1982) and the desire to make sacrifices to boost the reputation and efficiency of organizations (Randall, Fedor, & Longenecker, 1990).

2.2 Management Support and its relationship to Employee Commitment

Management or supervisory support is characterized as the positive valuation of the contributions of the employees by a manager and care about the well-being of the employees (Rhoades, Eisenberger, & Armeli, 2001). Management support applies to the degree to which managers are tolerant, polite and considerate and appreciate the contribution of their subordinates (Mohamed & Ali,

2016). MS leads employees to high employees commitment (Mohamed & Ali, 2016). The phenomenon of exploring this relationship between management support and commitment is based on the concept of Social Exchange Theory (Davies & Gould-Williams, 2005; McMillan & Albrecht, 2010). Social Exchange Theory (SET) is one of the most important theories for interpreting behavior in the workplace, such as employee commitment (Cropanzano & Mitchell, 2005). According to SET of Blau (1964) employee when believe that their personal well-being is important to the managers and organization, hence create a positive behavior. This indicates that SET can be seen an important theoretical framework for explaining and predicting the variance of EC. This commitment can be consider as a social exchange with perceived EC (Settoon, Bennett, & Liden, 1996). Therefore, on the basis of SET, our first hypothesis is that MS positively and significantly impact EC.

2.3 Special Peer Support and Its Moderating Role

The Special Peer Support (SPS) or coworker support is considered as an individual's beliefs related to their coworkers' attitudes toward them (Ladd & Henry, 2000). In an organization, each employee has colleagues who carry out their duties in a very equivalent role in the hierarchy. SPS is an important source of employee support (Susskind, Kacmar, & Borchgrevink, 2007) and plays a crucial role in EC and other employment-related trends (Chiaburu & Harrison, 2008). Work-related attitudes such as work efficiency, commitment, professional development, peer support and employee engagement of employees grow due to peer support in an organization (Ahmad, Bibi, & Majid, 2016). Service is mutually created by managers, employee and visitors (Susskind et al., 2007) and is affected by the relationship with co-workers, organizational environment, leadership and commitment of employees (Susskind, Kacmar, & Borchgrevink, 2003).

Several empirical studies reveal that MS is associated with EC (Agarwala, Arizkuren-Eleta, Del Castillo, Muniz-Ferrer, & Gartzia, 2014; Kang, Gatling, & Kim, 2015; Khalid, 2020; Ngatuni, 2019), however the moderating impact of situational factor like SPS has not been tested yet in relationship of MS and EC in administrative staff of universities. As the SPS either carry out the same nature of job or complementary tasks, hence SPS can be seen as a situation associated with support of co-workers (Rousseau & Aubé, 2010). Therefore, in this regard, our second hypothesis is that SPS moderates the relationship between MS and EC.

3. Methodology

The study was quantitative and cross sectional in nature. The total population of the study was all 320 administrative staff working in public universities of Khyber Pakhtunkhwa. Krejcie and Morgan (1970) Sampling techniques was used for calculating the sample size of 175 respondents. The data was randomly collected from primary sources through a self-administered questionnaire.

3.1 Instruments

All the three scales used in this study was assessed by a 5-point Likert Scale, whose score ranges from 1 = Strongly Disagree and 5 = Strongly Agree. Eight items scale from London (1993) were taken to measure the MS, the Nine items scale for measuring EC was taken from Mowday et al. (1979) and Ten items scale for assessing SPS was picked from Ducharme and Martin (2000).

3.2 Analysis and Finding

The research was carried out with Smart PLS version 2.0. In conjunction with Hair et al. (2010), who proposed the three forms of estimation are required in order to establish convergent validity. These three forms are Factor Loading, Average Variance Extraction (AVE) and Composite Reliability (CR). Table 1 depicts the Factor Loading for all the variables of the study with loadings placing in

acceptable range of above 0.5 except EC7, EC8, EC9, MS6, MS7, MS8 SPS 5, SPS 6, SPS 7, SPS 8, SPS 9, and SPS10, Therefore, these items were removed from further analysis. In addition, Table 1 also depicts the CR values above 0.7 threshold and AVE values greater than the 0.5 threshold for all the items of the variables (Hair, Ringle, & Sarstedt, 2012).

Table 1: Convergent Validity Analysis (Items, loading, AVE and CR)

CONSTRUCT	ITEM	LOADING	AVE	CR
EC*	EC-1	0.705	0.774	0.871
	EC-2	0.715		
	EC-3	0.765		
	EC-4	0.754		
	EC-5	0.758		
	EC-6	0.727		
MS**	MS-1	0.842	0.717	0.869
	MS-2	0.771		
	MS-3	0.816		
	MS-4	0.787		
	MS-5	0.751		
SPS***	SPS-1	0.855	0.766	0.887
	SPS-2	0.741		
	SPS-3	0.859		
	SPS-4	0.799		

EC*: Employee Commitment, MS**: Management Support, SPS*** Special Peer Support

3.3 Discriminant Validity

In this study, the discriminant validity was obtained by evaluating the square root of the AVE and comparing the outer load to the cross loading (Hair, Ringle, & Sarstedt, 2013). Table 2 shows that the diagonal values are greater than the other value of the row and column in which they are placed, thereby demonstrating and confirming the discriminatory validity.

Table 2: The Square Root of AVE and the Correlations of the Latent Variables

	EC	MS	SPS
EC	0.728		
MS	0.533	0.757	
SPS	0.513	0.518	0.815

3.4 Structural Model

In order to analyze the relation between MS, SPS and EC, the bootstrapping technique was used for the data investigation; in addition, 5000 bootstraps were used to test the structural equation model. The results of the conceptual framework are shown in Figure 1 and Table 3.

Figure 1: Structural Model with Moderator

Table 3: The result of Structural Model

Hypothesis	Relationship	Beta (β)	Standard Deviation (STDEV)	T - Statistics	p-value	Decision
H1	Manager Support -> Employee Commitment	0.394	0.045	8.813	0.00	Supported
H2	Manager Support * Special Peer Support -> Employee Commitment	0.298	0.055	5.405	0.00	Supported

Table 3 shows $\beta = 0.394$, $t = 8.813$ and $p < 0.001$ indicating that there is a significant positive association between MS and EC. Hypothesis first is therefore found to be valid and verified. In addition, using the product predictor method, Figure 2 shows the moderating effect of SPS on the association between MS and EC. The values of $\beta = 0.298$, $t = 5.405$ and $p < 0.001$ are shown in the Table 3, which confirms that SPS moderates the association between MS and EC. Therefore, hypothesis 2 has also been found to be valid and confirmed.

Figure 2: Interaction effect of MS and EC

4. Discussion

The results of the study provided critical information regarding the influence of MS on EC of administrative staff working in public sector universities. Results from the sequential equation model suggested that MS has a significant impact on predicting EC of the administrative staff. MS is found to be statistically significant in determining the employee commitment. Incessantly, there was a positive and significant relationship between MS and EC. This can be interpreted as if the Management support is high, commitment scores of the employees are also high at the same time. In other words, if the administrative staff in Public Sector University perceives the MS in a positive way, then they will have higher levels of EC. Furthermore, the results of the analysis also confirm the moderating impact of SPS on the relationship of MS and EC. These results of positive and significance relationship of MS and EC are consistent with previous studies of Kang et al. (2015), Rabbani, Akram, Habib, and Sohail (2017), [E.-J. Kim & Park, (2018)] and Habtoor (2019). As there is no such study conducted to analyze the moderating impact of SPS on MS and EC relationship. The SPS moderating effect on MS and EC relationship is consistent with moderating impact of co-worker support or SPS on the relationship of task characteristics and mental strain (Karasek, Triantis, & Chaudhry, 1982)

5. Conclusion

The present study attempted to investigate the relationships between MS and EC. In addition, the moderating role of SPS on the relationship of MS and EC was also analyzed. The results revealed that MS is positively associated with EC and SPS significantly moderates this relationship. These results support past research and extend current knowledge on the relationship between dependent and independent variable.

6. Limitations and Recommendations

While the results of the study provide useful insights, but still there are some limitations to this analysis. First, the sample comprised of 175 respondents, who were randomly selected from administrative staff of public sector universities of Khyber Pakhtunkhwa, Pakistan, which can raise the generalizability and validity concerns in applying same model to large sample size and in wide geographical region. Therefore, it is recommended that in future similar studies could be conducted in other provinces and sectors of Pakistan to make the findings more generalizable and valid. The management support used as independent variable in this study is not the only reason for commitment of employees; therefore, other human resource practices may also be added to the theoretical framework of this study for further investigation.

References

- Agarwala, T., Arizkuren-Eleta, A., Del Castillo, E., Muniz-Ferrer, M., & Gartzia, L. (2014). Influence of managerial support on work-life conflict and organizational commitment: an international comparison for India, Peru and Spain. *The International Journal of Human Resource Management*, 25(10), 1460-1483.
- Ahmad, A., Bibi, P., & Majid, A. H. (2016). Co-worker support as moderator on the relationship between compensation and transactional leadership in organizational commitment. *Journal of Economic & Management Perspectives*, 10(4), 695-709.
- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of management Journal*, 33(4), 847-858.
- Becker, H. S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 66(1), 32-40.
- Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC health services*

research, 18(1), 399.

Blau, P. M. (1964). Social exchange theory. Retrieved September, 3(2007), 62.

Cheng, B. S., Jiang, D. Y., & Riley, J. H. (2003). Organizational commitment, supervisory commitment, and employee outcomes in the Chinese context: proximal hypothesis or global hypothesis? *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(3), 313-334.

Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of applied psychology*, 93(5), 1082.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.

Davies, F. M., & Gould-Williams, J. S. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes. *Public management review*, 7(1), 1-24.

Ducharme, L. J., & Martin, J. K. (2000). Unrewarding work, coworker support, and job satisfaction: A test of the buffering hypothesis. *Work and occupations*, 27(2), 223-243.

Habtoor, N. (2019). Influence of management support on organizational commitment and service quality. *Asian journal of management sciences & education*, 7(4), 47-51.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2012). Partial least squares: the better approach to structural equation modeling? *Long Range Planning*, 45(5-6), 312-319.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46(1-2), 1-12.

Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229(8), 289-297.

Hendri, N. (2019). The impact of organizational commitment on job performance.

Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705-714.

Kang, H. J., Gatling, A., & Kim, J. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68-89.

Karasek, R. A., Triantis, K. P., & Chaudhry, S. S. (1982). Coworker and supervisor support as moderators of associations between task characteristics and mental strain. *Journal of Occupational Behaviour*, 3(2), 181-200.

Khalid, K. (2020). The Impact of Managerial Support on the Association Between Pay Satisfaction, Continuance and Affective Commitment, and Employee Task Performance. *SAGE Open*, 10(1), 2158244020914591.

Kim, E.-J., & Park, S. (2018). Top Management Support for Talent and Culture on Career Changers' Organizational Commitment and Job Satisfaction. *Journal of Career Development*, 0894845318820967.

Kim, Y. I., Geun, H. G., Choi, S., & Lee, Y. S. (2017). The impact of organizational commitment and nursing organizational culture on job satisfaction in Korean American Registered Nurses. *Journal of Transcultural Nursing*, 28(6), 590-597.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

Kwon, I. W. G., & Banks, D. W. (2004). Factors related to the organizational and professional commitment of internal auditors. *Managerial Auditing Journal*.

Ladd, D., & Henry, R. A. (2000). Helping Coworkers and helping the organization: The role of support

- perceptions, exchange ideology, and conscientiousness 1. *Journal of Applied Social Psychology*, 30(10), 2028-2049.
- Lee, B. H., & Jamil, M. (2016). An empirical study of organizational commitment: A multi-level approach. *Journal of Behavioral and Applied Management*, 4(3), 1074.
- Limpanitgul, T., Boonchoo, P., & Photiyarach, S. (2014). Coworker support and organisational commitment: A comparative study of Thai employees working in Thai and American airlines. *Journal of Hospitality and Tourism Management*, 21, 100-107.
- London, M. (1993). Relationships between career motivation, empowerment and support for career development. *Journal of occupational and organizational psychology*, 66(1), 55-69.
- McMillan, K., & Albrecht, S. (2010). Measuring social exchange constructs in organizations. *Communication Methods and Measures*, 4(3), 201-220.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*: Sage.
- Mohamed, S. A., & Ali, M. (2016). The importance of supervisor support for employees' affective commitment: An analysis of job satisfaction. *International Journal of Scientific and Research Publications*, 6(2), 435-439.
- Mowday, R. T., Porter, L. W., & Steers, R. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*: San Diego, CA: Academic Press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- Ngatuni, P. (2019). Relationships Among Employees' Job Attitudes of Perceived Supervisory Support, Job Involvement, and Organisational Commitment. *Faculty of Business Management The Open University of Tanzania*, 37.
- NGUYEN, H. N., LE, Q. H., TRAN, Q. B., TRAN, T. H. M., NGUYEN, T. H. Y., & NGUYEN, T. T. Q. (2020). The Impact of Organizational Commitment on Employee Motivation: A Study in Vietnamese Enterprises. *The Journal of Asian Finance, Economics, and Business*, 7(6), 439-447.
- Park, S. M., & Rainey, H. G. (2007). Antecedents, mediators, and consequences of affective, normative, and continuance commitment: Empirical tests of commitment effects in federal agencies. *Review of public personnel administration*, 27(3), 197-226.
- Rabbani, S. H., Akram, J., Habib, G., & Sohail, N. (2017). Supervisory support on the organizational commitment: Role of power distance in the manufacturing sector of Pakistan. *Resource*, 9(22).
- Randall, D. M., Fedor, D. B., & Longenecker, C. O. (1990). The behavioral expression of organizational commitment. *Journal of vocational behavior*, 36(2), 210-224.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.
- Rousseau, V., & Aubé, C. (2010). Social support at work and affective commitment to the organization: The moderating effect of job resource adequacy and ambient conditions. *The Journal of social psychology*, 150(4), 321-340.
- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of applied psychology*, 81(3), 219.
- Shahzad, Q., Shah, B., Waseem, M., & Bilal, H. (2020). An Empirical Analysis of Work Overload, Organizational Commitment and Turnover Intentions among Employees of Banking Sector. *Journal of Business and Social Review in Emerging Economies*, 6(2), 781-788.
- Siders, M. A., George, G., & Dharwadkar, R. (2001). The relationship of internal and external commitment foci to objective job performance measures. *Academy of management Journal*, 44(3), 570-579.
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2003). Customer service providers' attitudes

relating to customer service and customer satisfaction in the customer-server exchange. *Journal of applied psychology*, 88(1), 179.

Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2007). How organizational standards and coworker support improve restaurant service. *Cornell Hotel and Restaurant Administration Quarterly*, 48(4), 370-379.

Swales, S. (2002). Organizational commitment: a critique of the construct and measures. *International journal of management reviews*, 4(2), 155-178.