

Exploring Moderating Role of Job Resource Adequacy: The relationship of Supervisor and Coworkers support on Affective Organizational Commitment

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The current study is aimed at examining the relationship between supervisor and coworkers support, job resource adequacy, and affective organizational commitment. In addition to that, the study has examined the moderating role in the relationship between supervisor and coworkers support and affective organizational commitment. The study revealed the fact that support from the supervisor, make it feel the employees that they are valued to the organization and help them in being an integral part of the organization and ultimately enhance their commitment with the organization. Whereas, the job resource adequacy, signifies the impact of supervisor and coworker support on the affective organisational commitment. Previous studies indicated that there are a number of human resource management practices which affect the commitment of the employees. Therefore, it is vital for the organizations to understand when and how they can be supportive in terms of human resource practices, and how the job resource adequacy can enhance the affective organizational commitment. The findings of the study have shown an agreement with the proposed findings of the study. In order to achieve high performance, it is important to change every aspect of human resource, including job resources, which help the findings of the study have shown an agreement with the proposed hypothesis.

Key words: *Job Resource Adequacy, Supervisors, CoWorkers, Organizational Commitment*

Introduction

Improving the performance of an organization is the main goal of all the organizations around the world (Chienwattanasook & Jermstittiparsert, 2019a, 2019b; Sriviboon & Jermstittiparsert, 2019). To successfully achieve this goal, getting the knowledge to understand the phenomena regarding organizational commitment is critical as well. Moreover, it is also important for the organization to use the gained knowledge to enhance the performance of the organization. Since long, scholars have used a number of ways to measure and conceptualize organizational commitment in a number of ways (Azizollah, Abolghasem, & Amin, 2016).

The employees want to work for employers who possess strong affective commitment regarding their organization. Positive perception in the form of the image is formed in the mid of employee when its perceived that the organization is working as a true organization. Such employees always feel good to be associated and represented by such organization. As a result, they form an affective bond and self-esteem regarding the organization, which lead to improving the performance of the employee. The information which may be treated as weakness regarding the employees is avoided by the employee. Managers are forced to create a positive and good climate because they are afraid of getting negative feedback from the employee (Sayğan, 2011).

In a firm, support of workplace also known as workplace support is very close to workers and employees of the organization. These include co-worker support, supervisory support and organizational support. This support provided by the organization is very critical to keep employees motivated for the organization. In any organization, managers are very influential. Therefore, employees generally consider supervisor support as a key factor of organizational support (Ho, 2017).

In order to interact with the organization, supervisor support is very important. Additionally, supervisor support is a very important and direct source of support for the workplace for the employees. It is because intangible social support and tangible tools are provided by the supervisors to the employees. These tangibles and intangibles can assist employees for non-work related and work-related needs. The stage when employees perceive that supervisor give value to their contributions and the care of their well being, employees feel a sense of achievement (Ariani, 2015).

Its been mentioned that employees feel because of supervisor support that environment in which they work suits them. Moreover, they can work comfortably in the environment and give feedback to higher management as well. The confidence of employees is boost by such perception while doing their job. Additionally, employee sense of belongings is elevated by the supportive supervisor in which high quality leadership member is maintained between

employee and management. In such a scenario, employee perceives that they can influence the environment of the organization and have control over their actions as well (May, Gilson, & Harter, 2004).

The organizations having a team-based work structure have an impact on the commitment of their employees. The commitment is more towards teams rather than the job or organization. In such collaborative work, there are a number of benefits which includes highlighting the co-worker's importance to achieve the common goal. The work environment is improved as well when importance is given to co-workers by reducing the stress over the employees. As a result, the performance of employees and organizational performance is enhanced as well (Otsuka et al., 2007). In the absence of stress, co-workers can easily finish the job assigned to them. The employees of organizations having a good relationship with other co-workers and managers are very successful, and their performance also boosts as well (Mayo, Sanchez, Pastor, & Rodriguez, 2012).

Researchers have reported that the commitment of employees towards the organization can be enhanced by the coworker's support and managers (Spiegelman, 2017). But the independent impact of the of these individual variables is not clear in regard to organizational commitment. In-fact most of the studies in the past have studied coworkers or supervisor impact due to which the impact on social support is not possible to measure (Nahum-Shani, Bamberger, & Bacharach, 2011). Additionally, the main focus of previous studies was on the impact of coworkers and supervisors on an organizational commitment without any role of the moderator (Rafferty & Griffin, 2004). Therefore, the main focus of this study is to investigate the moderating role of job resource adequacy on the relationship between supervisor and co-worker support on organizational commitment.

In this study, we propose that job resource adequacy may moderate the relationships between both supervisor and coworker support and affective commitment to the organization. Resource adequacy is the ability of a utilities' reliable capacity resources (supply) to meet the customers' energy or system loads (demands) at all hours within the study period.

Literature Review

There is generally four categories of variables that play an important role as the antecedents of affective commitment. These categories include structural characteristics, work experience, job characteristics and personal characteristics (Meyer & Allen, 1997). From the past literature, the personal characteristics include a desire to success, individual values, educational level, gender and age. From the perspective of personal characteristics, employees have the intention to make a promise for a number of reasons including personal interest regarding work, personal responsibilities and personal ethics (Adnan, Nhaily, &

Wang, 2018). It's evident from all these that all employees are different in terms of their willingness. Researchers also mentioned that employee award system, work stress and management style and degree of responsibility are important job characteristics of employees. These characteristics are also an important factor for commitment. The other factors that impact the commitment of employee are the support from colleagues and supervisors (Joiner & Bakalis, 2006; Mahmood et al., 2016).

A number of scholars have mentioned that working hours, career opportunities, wage system, degree of control and size of the degree show the structural structure of the organization. The structural characteristics of the organization also reflect the commitment of the employee. In past several scholars have examined the impact of organizational structure on individual commitment. It is important to mention that most of the studies conducted in the past have focused on the indirect relationship of these variables (Jaros, 2007).

Among other important antecedents of affective commitment is the work experience. As the psychological needs of the employee are fulfilled by work experience so, the employee feels comfortable within the organization. In the past, most of the times two types of work experience is reported which has an impact on effective commitment namely, the satisfaction of physical and psychological comfort requirements and work competitiveness of employees (Benevene et al., 2018).

The needs of the employee to be felt comfortable are met by role, purpose, equity, and openness to new ideas which clearly meet the employee needs to be comfortable in the workplace. Whereas, the job that is challenging and difficult goals, employee feel comfortable in such a situation by taking feedback from the employees. It's been also mentioned that employees will remain emotionally committed to the organization if they feel comfortable and competent about the workplace (Norizan, 2012).

Supportive Supervisor

Support of supervisor, also known as supervisor support, means the behavior of supervisor to help the employees to demonstrate attitude, knowledge and skills collected from the training program. As mentioned by Researchers, for the effectiveness of employee's supervisors play a significant role. It is not possible for any process of the organization to be successful without the support of a supervisor. It is because most of the employees lost focus when managers or supervisors are not monitoring them. In order to bring the commitment among employees, it is one of the most powerful tolls (Ismail, Hasan, & Sulaiman, 2010).

Researchers have revealed that support of supervisor can be instrumental and emotional as well. It is important for the employees to give proper feedback to supervisors as well. Bring

alteration in the activities of the working environment is also the type of supervisor support. It is because organizations view employee feedback as supervisor support as managers can identify which areas can the employee need to work on and can improve as well (Putter, 2013). On the other hand, the budget is given to employees for the purpose of development is also given by supervisors. This budget is allocated because every person has the right to enhance its abilities, skills and knowledge which is provided by the organization (Ismail et al., 2010).

Scholars mentioned that a good supervisor set the targets that are achievable by his/ her team. By developing achievable goals. Supervisors can develop a positive attitude among the employees. This can only be achieved by the full support of the supervisor only. The affectivity of supervisor support is also dependent upon the way that employees are being treated by the supervisor (Goleman, 2000). When the employee discusses something with the supervisor, certain skills are transferred from managers to an employee as well. Or the required training for the employee can be arranged by the supervisor. In this case, employees feel valued by the organization. Scholars have also mentioned that supervisors also have to care for the employees as part of supervisor support. As a matter of fact, the supervisor themselves must understand the development concept before they can facilitate their employees (Karatepe, 2013).

The development concept is also important for a supervisor because the confidence level of employee is increased as a result of this. In order to get support from a supervisor is not easy for the employee as well (Burke & Saks, 2009). For the same reasons, supervisors, most of the times, refused to support the staff and declined the required training for the employees. Therefore, supervisors must support the employees for their activities related to training and skills. As most of the times, the feedback given to employees by supervisors is negative, so they are reluctant to support the employees most of the times. In this case, supervisors only see the negative side of the employees and the positive side is neglected. As a result, the good job performance of employees is neglected as well. This situation leads to stress and demotivation among the employees. In the end, the supervisor must provide support to the employees as it will eliminate the negative behavior of the employee, which also impact the overall performance of the organization (Madi, 2013).

A number of researchers have viewed supervisor support as important for work related resources of employees which focus on support of supervisor to keep employees of the organization engaged. In an environment which is resourceful provides a big possibility that employees will experience effectiveness, interpersonal connection and psychological freedom. As a result, they will feel less exhausted and more enthusiastic while working and as a result, their performance will be enhanced as well (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008). The supervisors who show support to their employees always have a

sympathetic feeling for their employees. They are more concern about the feelings and needs of their employees. Such supervisors encourage their employees to develop and enhance their skills. As a result, self determination among employees is increased, which in turn elevate the work engagement. The intrinsic motivation of a person is known as work engagement, suggesting that engagement and complete dedication in work motivate the employees naturally (La Guardia, Ryan, Couchman, & Deci, 2000).

Co-Worker Support

Coworker support is the belief of employee regarding the attitude of their coworker toward them. The extent to which employee believe that people working with him/her are willing to provide assistance related to work, so the tasks related to work can be executed is known as co-worker support. In past studies, social support is defined as information that leads to subject to believe he is loved and cared, esteemed and works as mutual (Avci, 2017).

The work environment is influenced by the co-worker, who in turn impact the attitude of an employee within the organization. Support of coworker is one of the critical sources of support from an employee within an organization. There are two main sources of support within an organization, namely support by co-worker and support by management (Susskind, Kacmar, & Borchgrevink, 2003).

Despite the fact that the organization support the employee along with the management, but the support of co-worker is important for the survival of employee. past literature has given less importance and attention to the importance of co-worker's role (Jex, Adams, Bachrach, & Sorenson, 2003). For the wellbeing of the employee, coworker support is very important. Meaningful experience of the employee can be supported by the co-worker. A number of studies are conducted regarding the role of a co-worker on the employee performance and satisfaction showing the significant positive relationship among the variables (Park, Kang, & Kim, 2018).

Relationship of Supervisor and Coworkers support and Affective Organizational Commitment

A number of benefits regarding organization and individual have been reported due to which managers may want to take actions so they can re-inforce the actions of the employee and develop affective commitment towards the organization. There must be finely tuned understanding regarding regarding the promotional efforts so they can be effective. There will be a high level of effective commitment when feelings are characterized by loyalty, pride and belonging. When there is a high commitment among the employees, they want to be

identified by the organization and participate actively in the workplace (Rhoades, Eisenberger, & Armeli, 2001).

As mentioned by the scholar's employees working in an organization feel comfortable and as a result, show effective commitment to the organization, which is based on the experience of the employee within the organization. This experience can be based on the interaction with supervisor and co-worker at the work place (Allen & Meyer, 1996).

Support can be provided by the coworkers and supervisors, which can create a positive experience for the employee. due to this positive action of employee and management, the effectivity of the organization is improved as well. Support of supervisor consists of giving value to the contribution, facilitating the skill development of employee and caring about the subordinates (Rousseau & Aubé, 2010).

Support of co-worker is the amount of assistance by the co-worker for an employee. this support by the co-worker includes the provision of information, tangible aid, and caring (Ducharme & Martin, 2000). The comfort of an employee may increase due to support of supervisor and coworker within an organization (Stinglhamber & Vandenberghe, 2003). Therefore, employees develop an experience that is emotionally satisfying. With the passage of time, these employees get emotionally attached to their organization (Kidd & Smewing, 2001; Rafferty & Griffin, 2004; Stinglhamber & Vandenberghe, 2003; Vandenberghe, Bentein, & Stinglhamber, 2004). The relationship between coworker support and affective commitment is also corroborated by empirical studies (Limpanitgul, Boonchoo, & Photiyarach, 2014; Lin & Lin, 2011; Woo & Chelladurai, 2012).

Job Resource Adequacy

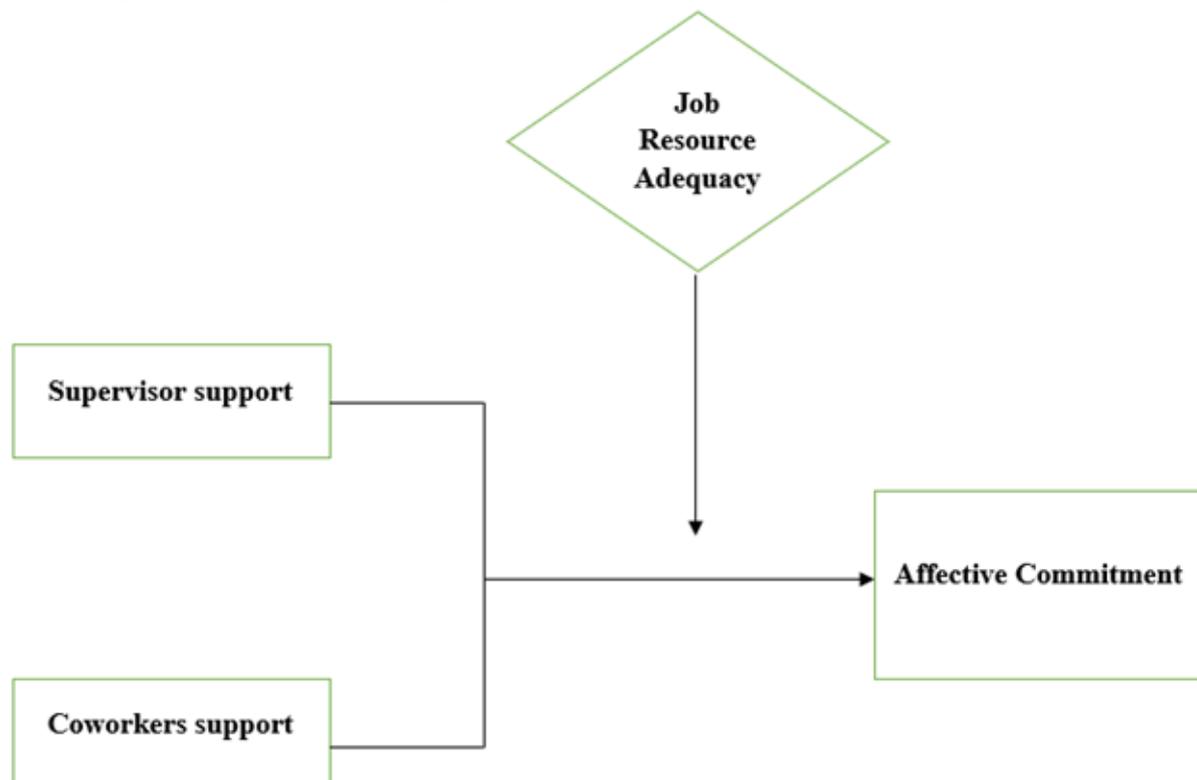
Job resource adequacy is the extent to which employees have the resources and means at their disposal at the workplace so that their abilities can be utilized and create motivation to achieve organizational goals (Rousseau & Aubé, 2010). The resources required by employees to complete their job may include, time, space, support service, facilities, materials, tools and equipment (Ducharme & Martin, 2000; Jex et al., 2003). Most of the times, employees do not have control over these resources. Additionally, when resources of a job are inadequate, employees are not much able to compensate for them. So, it becomes more difficult and demanding for employees to fulfil and compete with their tasks in the absence of job resources. This situation may impact the performance of employees negatively (Martínez-Tur, Peiró, & Ramos, 2005).

There exists the moderating role of job resource adequacy, which is described below. Coworker support and supervisor support are strongly related to the effective commitment to

the availability of job resources. On the other hand, in the absence of job resources, affective commitment is affected negatively. In the absence of job resources, it is also difficult to fulfil the job requirement, which leads to frustration in employee (van Gelderen & Bik, 2016). Therefore, when an organization handle the situation of unavailability of job resources, it may have a positive impact on the emotions of employees towards the supervisors and support by co-workers. This situation minimizes the social support efficacy from co-worker and supervisor to maximize the affective commitment. Whereas, when resources are abundant, the employee can work to achieve their desired goals (Peters & O'Connor, 1980). In this scenario, employees provide full support to the organization and also appreciate the support provided by co-worker and supervisors. Indeed, Affective commitment may be achieved by the support provided to the employees by the workers and supervisors of the organization (Wegge, Dick, Fisher, West, & Dawson, 2006).

Research Framework

Following research framework is presented based on the literature review.



Following Hypotheses are presented from this Framework

H1: Supervisor support has a significant direct impact on affective commitment.

H2: Coworker support has a significant direct impact on affective commitment.

H3: Job resource adequacy has a significant direct impact on affective commitment.

H4: Job resource adequacy moderates the relationship between supervisor support and affective commitment.

H5: Job resource adequacy moderates the relationship between coworker support and affective commitment.

Methodology

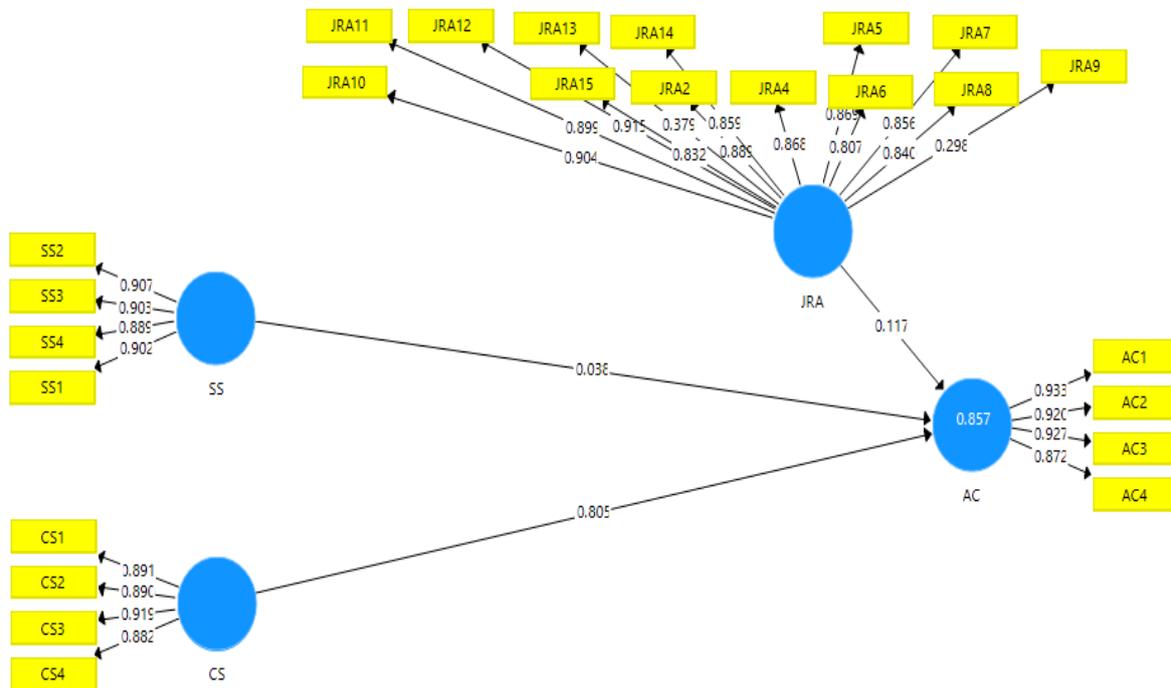
This study adopts the Structural Equation Modelling (SEM) for analysis due to several reasons. SEM is considered to have equal ability with multiple and linear regression analysis, which assume that variables are evaluated with no errors. Even though SEM involves multiple regression and factor analyses, it has a more effective way of estimating instrument for a number of separate multiple regression equations which it evaluates concurrently (Hair Jr, Hult, Ringle, & Sarstedt, 2016). It is more potent in analyzing and modeling interactions and better in dealing with analysis associated with correlated independents, non-linearity and multiple latent independents correlated error terms and measurement errors, (measured through multiple indicators) and latent dependents with multiple indicators. Equally, when it comes to estimating multiple dependent relationships concurrently, it has a better capacity to take care of measurement errors and the strength of the relationship between factors can be determined more precisely. Besides, a confirmatory method of data analysis is more preferred than using exploratory factor analysis; testing hypotheses is also easier. Using SEM therefore to analyses data invariably allows the researcher the use of multiple measures to denote or represent constructs and takes care of specific error which makes it easier to substantiate the validity of the constructs under study (Byrne, 2016). Being that this study measures multiple underlying variables as predictors, indirect paths and path analysis. Additionally, with the design of questionnaire which comprised of interval and ratio scales and also measures of constructs which are highly hypothetical and conceptual in nature such as this study, the choice of SEM becomes inevitable. Furthermore, it helps to show the causal relationship between variables and further explain the complexity and the unobserved variables in the analysis (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014).

Results

Structural equation modeling (SEM) has been viewed not just as a statistical technique but as a multi-staged process. It is suggested that these stages involve model conceptualization, identifying the parameters, model specification, model estimation, modification and evaluation of model and parameters (Hancock & Mueller, 2007). All these stages are inevitable while performing the SEM technique. These are explained as:

Establishing a thorough justification and understanding of theories is the first step of SEM analysis. The underlying theory supports the theoretical model, indicating that the investigated variables must be understood and needs to be emphasized in future researches. While applying the SEM analysis, the theories may presumably take the form of Measured variable path analysis (MVPA), referring to the causal or structural relations between the set of variables that were being measured directly (Hancock & Mueller, 2007).

Figure 2. Measurement model



Before testing of hypotheses, the outer or measurement model is estimated using a PLS-SEM technique. For this purpose, a method is employed for the study (Anderson & Gerbing, 1988). In view of scholars, the convergent validity referred to the level a number of variables connect for estimating a concept (Hair, Ringle, & Sarstedt, 2011). They suggested that three criteria are required to be concurrently tested, these are composite reliability, average variance extracted, and factor loadings. Thus, all item loadings for each variable are assessed, thereby satisfying the threshold level of above 0.5 loadings, as mentioned in the multivariate analysis literature. All the factor loadings presented in the Table indicate that all values turned out to be significant at 1 percent significance level. Another criterion is the composite reliability and defined as the extent to which latent variables are consistently represented by a number of items.

Table 1: Outer Loadings

	SS	CS	JRA	AC
SS1	0.886			
SS2	0.906			
SS3	0.888			
SS4	0.930			
SS5	0.904			
SS6	0.880			
SS7	0.885			
SS8	0.842			
CS1		0.904		
CS10		0.906		
CS11		0.879		
CS12		0.893		
CS2		0.871		
CS3		0.903		
CS4		0.900		
CS5		0.859		
CS6		0.890		
CS7		0.881		
CS8		0.863		
JRA2			0.894	
JRA10			0.876	
JRA11			0.823	
JRA12			0.717	
JRA14			0.726	
JRA15			0.756	
JRA16			0.784	
JRA3			0.865	
JRA4			0.897	
JRA6			0.843	
JRA7			0.830	
JRA8			0.773	
JRA9			0.868	
AC1				0.815
AC10				0.833
AC11				0.845
AC12				0.820
AC13				0.837

AC14				0.764
AC15				0.823
AC16				0.794
AC2				0.783
AC3				0.815
AC4				0.797
AC5				0.742
AC6				0.819
AC7				0.839

Table 2 shows the values of composite reliability and Cronbach alpha. The range of Cronbach alpha is 0.890-0.964, and for composite reliability, it turned out as 0.759-0.971, as recommended by (Fornell & Larcker, 1981; Hair et al., 2011). Thus, confirming the convergent validity. Therefore, for confirming the outer model's convergent validity, the value for the AVE was analyzed. The AVE shows the extracted variance by a construct in the context of the variance that arises due to the measurement errors. In addition, the AVE determines the indicators variance with respect to variance which appeared from the measurement errors. Thus, while measuring the construct, the items exhibit adequate convergence if the AVE values are above 0.5. The range of AVE for this study is 0.510-0.919, exhibiting adequate construct validity for all the employed measures.

Table 2: Reliability Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
SS	0.958	0.960	0.965	0.775
CS	0.976	0.976	0.978	0.804
JRA	0.959	0.961	0.964	0.675
AC	0.960	0.961	0.964	0.655

Developing discriminant validity is essential in order to declare the outer model's construct validity. Thus, testing of discriminant validity is mandatory before hypotheses testing. A measure of discriminant validity shows the extent to which different items of the constructs are differentiated. Furthermore, it is suggested that the value of discriminant validity must be higher in relation to the shared variance between different constructs, since, discriminant validity determines the shared variance among each construct. Following the approach, the present study explored the discriminant validity of each measure (Fornell & Larcker, 1981; Basheer et al., 2018). For each construct, the square root of AVE is exchanged with the diagonal elements that were obtained from the correlation matrix and is shown in Table 3. Therefore, for this study, the higher values of diagonal items as compared to the row and

column elements, thus, confirms the discriminant validity. The above performed testing requires the related hypotheses testing results to be adequately valid and reliable.

Table 3: Discriminant Validity

	EO	FM	GSCM	SCO
SS	0.880			
CS	0.703	0.897		
JRA	0.730	0.852	0.822	
AC	0.868	0.769	0.915	0.809

After testing the goodness-of-fit for the measurement model, the next step is the hypothesis testing of the proposed relationship between the set of variables. The hypothesized model is then tested using a SmartPLS technique.

Table 4: Direct Relations

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	0.224	0.216	0.068	3.272	0.001
H2	0.263	0.253	0.078	3.356	0.001
H3	0.852	0.854	0.029	3.012	0.000

The mediating role of job resource adequacy is shown in table 5.

Table 5: Indirect Relations

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H4	0.224	0.216	0.068	3.272	0.001
H5	0.974	0.969	0.070	13.839	0.000

The present study involves multivariate analysis, in which the predictor variables explain the variation in the R^2 of the endogenous variable. Thus, in the case of the endogenous variable, the magnitude of R^2 acts as an indicator for explaining the model's predictive power. Moreover, reapplying of the sampling technique is also employed for ensuring the predictive validity, following the studies (Geisser, 1975). It is argued that for the purpose of reapplying sampling technique, the PLS is considered to be a fit and powerful software (Wold, 1985).



	R Square
AC	0.857

Conclusion

Supervisor support and coworker support may be more strongly related to affective commitment when job resources are adequate than when they are not. In other words, inadequate job resources may limit the influence of social support at work on affective commitment. Considering that employees tend to engage in enduring exchanges with their immediate supervisor and coworkers, these social interactions in the workplace are likely to shape employees' work experiences. **The current study is aimed at examining the relationship between supervisor and coworkers support, job resource adequacy, and affective organizational commitment.** In addition to that, the study has examined the moderating role in the relationship between supervisor and coworkers support and affective organizational commitment. The study revealed the fact that support from the supervisor, make it feel the employees that they are valued to the organization and help them in being an integral part of the organization and ultimately enhance their commitment with the organization. Whereas, the job resource adequacy, signifies the impact of supervisor and coworker support on the affective organisational commitment. Previous studies indicated that there are a number of human resource management practices which affect the commitment of the employees. Therefore, it is vital for the organizations to understand when and how they can be supportive in terms of human resource practices, and how the job resource adequacy can enhance the affective organizational commitment. The findings of the study have shown an agreement with the proposed findings of the study. In order to achieve high performance, it is important to change every aspect of human resource including job resources which help the findings of the study have shown an agreement with the proposed hypothesis

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