

Moderating effect of social support Demands and Organizational Commitment

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Abstract: The current study's theme has to assess the extent of demands and Organizational Commitment in the availability of social support. The data has collected through a self-administrated adapted questionnaire from 210 academicians of Khyber Pakhtunkhwa Pakistan. The analysis of the current study shows that there is a negative relationship between demands and Organizational Commitment. Moreover, the analysis shows that social support moderates the relationship between demands and Commitment. Furthermore, academicians having a high level of demands have less committed to the organization, while social support affects the employees' commitment level. Therefore, it is concluded that policymakers of Higher Education Institutions should provide special attention to the organization's demands, stress, and environment. Moreover, it has been recommended that demands are the predictor of Commitment of the employees within the organizational environment, where academicians lose their energy, temper and dedication. The current study further suggests the limitations, implications and recommendations for future studies.

Keywords: Social Support, Demands, Organizational Commitment, Academicians,

1. Introduction

From the previous studies, it has been observed that the teaching profession is a societal responsibility and research studies concluded that teaching is a stressful profession among other professions. Academicians are the main contributor to a nation in economic and employment opportunities (Khan, Rasli, Yasir, & Khan, 2019; Khan., Rasli, Yusoff, & Ahmad, 2015). A nation grows out of the knowledge, ability and skill with the help of academicians. Academicians are the professional workforce for the alleviation and work in the economic development of a country. According to the researchers' Khan, Yusoff, and Khan (2014), and Khan, et al, (2019) job demands are the work to be done. On the other side, job demands are the physical, social, psychological and work to

be done on physical affords (Schaufeli & Bakker., 2004; Schaufeli. & Taris, 2014). Similarly, Schaufeli, Bakker and Van Rhenen (2009) suggested that demands may be negative or positive(Khan, et al., 2019).

In the same way, the second variable of the study is organizational Commitment. For both individual and organizational, Commitment is one of the main indicators of the performance. In explanation, the researchers stated that as the level of commitment increases, the production level would be increased. (Khan, Khan, Kanwal, & Bukhair, 2018; Khan et al., 2014; Faisal Khan. et al., 2014). It became more critical due to the globalization of education. It means that an employee will be loyal and responsible for their organization. It is also suggested for improving organizational Commitment. In the response of highly committed employees will have a high production level and low levels of stress and burnout (Abbas, Shah, & ur Rehman, 2016; Faisal Khan., Amran Md Rasli, et al., 2014; Lee, Migliaccio, Lin, & Seto, 2020; Yusoff & Khan, 2013; Yusoff, Khan, Mubeen, & Azam, 2013). In the current research, organizational commitment is a sense of obligation, emotions, and responsibilities. According to the researchers (F Khan. et al., 2014), organizational commitment is multidimensional. The main predictors of the organizational commitment are an affective, normative and continuous commitment.

Social support is the third variable of the present study, which will moderate job demands and organizational commitment. Social support is the resources to decrease demands. It is prescribed that social support is the moderating strain, stress, and found that there isa significant effect onstress and burnout. Social support decreases the level of demands, which will affect the level of organizationalCommitment(Khan, Khan, Malik, & Qureshi, 2017; Khan., Khan, Naz, & Rasli, 2016; Faisal Khan., RM Yusoff, et al., 2014). In the present study, the researcherhasdetermined the role of job demands and organizations committed to determining their buffering between the effect of demands and Commitment.

2. Research Problem

From the literature,it has been observed that unengaged employees within the organization are not a commitment to their exhaustion and want to quit their jobs due to the high level of demands. On the other side, it is also observed that Job Demands-Resources Theory suggested thatas the level of demand increases, the employee will quit the organization if the job resources are low and vice versa. Similarly, the authors stated that the imbalance between demands and resources. Therefore, in the present study, the following objectives have been formulated.

1. To investigate the effect of job demands on organizational Commitment among the academicians of Higher Education Institutions of Malakand division Khyber Pakhtunkhwa Pakistan.
2. To determine the moderating affect of social support on the relationship between job demands and organizational Commitment among the academicians of Malakand division Khyber Pakhtunkhwa Pakistan.

The study has significance for the researcher to use their relevant literature and the results of the study. It also contributes to the body of knowledge. The study has significant for policymakers that the environment should be smart, cooperative, and effective, which affects the employees' commitment and more productive for both the individual and the organization.

3. Conceptual framework

As per the above discussion, the researchers formulate the conceptual framework. The framework consists of both direct and indirect effects among the variables. In the direct effect, the researcher will find the relationship between job demands and organizational commitment. In contrast, the indirect effect, the researcher will determine the moderating effect of social support between job demands and Organizational Commitment.

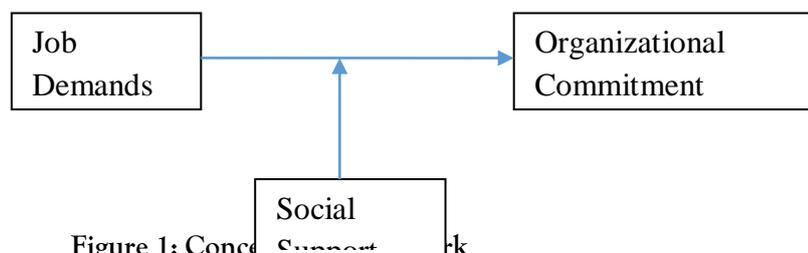


Figure 1: Conceptual Framework

4. Research Methodology

To answer the research questions is called research design. It always depends on the study of nature (Khan., et al., 2016). According to the research question, the researcher selected a quantitative study, and the data will be collected in a single shot called cross-sectional. The research study population was 210 academicians from the Higher Education Institutions Malakand division Khyber Pakhtunkhwa Pakistan. The adapted questionnaire was distributed among 302 academicians of Higher Education Institutions of the Malakand division. Moreover, the reliable questionnaire was distributed and 210 were received with a response rate of 69.54%.

Additionally, the questionnaire has four main sections. Firstly, the respondents' details were included; the second section includes job demands, especially workload and role conflict. The reliability of the questionnaire was 76%. The third section has items related to organizational Commitment adapted from Allen and Meyer (1990), Khan, Khan, Naz and Khan (2017), Khan, et al, (2018) and Khan et al. (2016), where the reliability was measured 85% by different studies. The last section of the questionnaire consists of social support having six adapted items. The adapted questionnaire was designed with closed-ended using 7 Likert scales developed by Likert (1932).

5. Data Analysis

At the start of the analysis, the data was entered in the Statistical Package of Social Sciences (SPSS) version 23.0. The missing data was cleared and then checked for the preliminary analysis like multicollinearity, outlier normality, and linearity test. After the preliminary analysis, the data was finalized for data analysis.

5.1 Demographic characteristics of the respondents

The study data was collected from the respondents of Higher Education Institutions from Malakand Division Khyber Pakhtunkhwa Pakistan. Table 1 shows that most of the respondents were male, which was 57.14% compared to females. Furthermore, the table statistics show that married respondents were 54.8% as compared to single. Moreover, the respondent's age was mostly between 30 to 39 while experience-wise, 39% had 1 to 5 years, 11.9%, 20.1%, 29.0% were more than 10 years, 6-9 and less than one.

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Characteristics	Number of the Respondents (n)	Percentage
Gender		
Males	120	57.14
Females	87	42.85
Marital Status		
Single	95	45.2
Married	115	54.8
Age		
Less than 25	18	8.5
21- 29	46	21.9
30-39	103	49.0
Above 40	43	20.4
Experience		
More then 10	25	11.9
From 6 to 9	42	20.1
From 1 to 5	82	39.0
Less than one year	61	29.0

The first objective of the study was to investigate the relationship and effect of demands, social support and organizational Commitment among academicians of Malakand division in Khyber Pakhtunkhwa Pakistan. Table 2 shows the correlation between the variables; there is a positive relationship between job demands with organizational commitment and social support. In contrast, the effect between the variables was tested by regression analysis, shown in Table 3.

	Job Demands	Organizational Commitment	Social Support
Job Demands	1		
Organizational Commitment	-0.49*	1	
Social Support	-0.432*	0.452*	1

*P<0.01

In Table 3, the dependent variable is organizational Commitment and the independent variable is job demands. Moreover, Table 2 shows that job demands negatively affect organizational Commitment and social support among the academicians. Job demands with having beta value 0.49 indicated the negative value, whereas the adjusted R square and F value are .213 and 33.11.

	Organizational Commitment	
	Standardized β Coefficients	T-test scores

Job demands	0.49	1.342*
Adjusted R ²	.213	
R ² Model	.201	
F Model	33.11**	

*Significant at $p < 0.01$; **Significant at $p < 0.001$

Moreover, the moderating effect of social support was calculated using the Hierarchical Multiple Regression Model (HMRA); the independent variables job demands were entered in the first model, where Table 4 shows a 20.1% variance found in organizational Commitment. In the second step of HMRA, the social support moderating variable has entered with job demands and organizational commitment. The finding indicated that 21.9% variation. In the third step of HMRA, the interaction term of both the job demands and social support was entered with job demands, social support and organizational commitment. The result indicated that 24.3% variance. Therefore, it has been concluded that social support moderates the relationship between demands and organizational Commitment, which support the study hypothesis.

Table 4: Hierarchical Multiple Regression Analysis of Job Demands

Organizational Commitment ^a	
<i>STEP 01</i>	Standardized β Coefficients
Job Demands	0.49
R ² Model	0.201
Adjusted R ²	0.213
F Model	33.11
<i>STEP 02</i>	
Job Demands	0.53
Social Support	-0.345
R ² Model	0.219
Adjusted R ²	0.224
F Model	35.02
<i>STEP 03</i>	
Demands	0.55
Social Support	-0.301
JD x SS	0.193
R ² Model	0.243
Adjusted R ²	0.227
F Model	38.10

Note: a= Dependent Variables; JD= Job demands; SS = Social Support; *Significant at $p < 0.001$; **Significant at $p > 0.001$

Figure 2 shows as the level of social support increases, the level of demands will be decreased, which will affect the Commitment. Furthermore, as demand increases, the commitment will be decreased, which adversely correlated with each other.

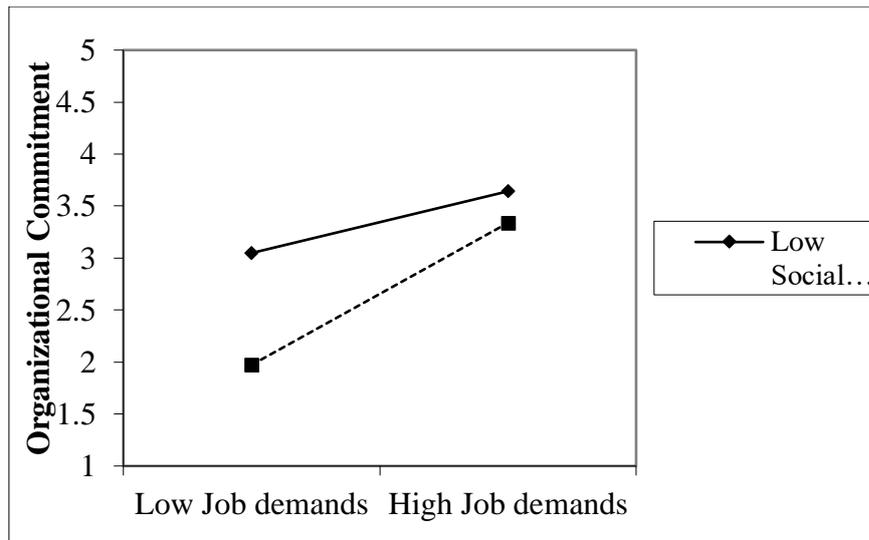


Figure 2: Moderation Analysis

6. Discussion and Conclusion

The research study aims to assess the effect of job demands on organizational commitment among the academicians of Higher education Institutions of Malakand Division Khyber Pakhtunkhwa Pakistan. According to the first research objective, a negative relationship has been found between job demands and organizational commitment (Khan, et al., 2015; Rothmann. & Joubert., 2007). Several studies supported the study (Arnold B Bakker & Demerouti, 2017; Khan, et al., 2019; Khan, Zahra, Bilal, Sufyan, & Naz, 2021; Lee, et al., 2020). Furthermore, the study's second research objective was to investigate the moderating effect of social support on the relationship between job demands and organizational commitment. The analysis shows that as the level of demands increases, it affects the level of commitment among the academicians of Higher Education Institutions of Malakand Division Khyber Pakhtunkhwa Pakistan. On the other side, if the level of job resources like social support increases, it will negatively affect job demands, positively affecting the level of commitment within the organization's commitment. Moreover, due to the high level of job resources and low job demands, they feel happy, loyal, committed and productive within the organization (Arnold B Bakker & Demerouti, 2007; Khan, Md Rasli, & Zahra, 2020; Taris, Ybema, & Beek, 2017).

Moreover, every study has limitations; therefore, the present study has not exempted from limitations. The present study is limited to quantitative study; therefore, the study researchers suggested that the future study be qualitatively conducted using interviews or open-ended questionnaires. Similarly, the qualitative study will identify more factors that can contribute to organizational commitment and decrease turnover, burnout and stress among the organization employees. Moreover, the researchers collected the data through cross-sectional methods, while the future study is suggested to be conducted using a longitudinal method, where the data will be collected several times. This study is limited to a direct and indirect relationship if the study will be conducted on its reverse effect and other statistical tools or instruments are used. In last, the study is limited to three variables commitment, demands and social support; if other variables like burnout, depression, anxiety, turnover, satisfaction may be added in the same framework.

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