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Research Article

The effect of perceived supervisory support on organizational commitment through employee engagement in banks in Sindh Pakistan

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ABSTRACT

Banking Industry is continuously evolving and deals with the number of employees. Employee management in this industry is a challenging task, especially in the context of employee engagement (EE) and organization commitment (OC). Perceived Supervisory Support (PSS) can help the management in improving EE and OC. HR consulting firms are increasingly helping to understand EE, OC, and PSS but academic research on these topics is still lacking, especially in emerging economies such as Pakistan. This is an explanatory study based on Social Exchange Theory (SET). It is designed to investigate the effect of PSS (independent variable) on OC (dependent variable) through EE. Survey questionnaires had been prepared and validated for the data collection. The 313 participants from five Banks participated in this study. The Structural Equation Modeling technique was used to test the hypotheses. The results showed EE mediates the relationship between PSS and OC.

Keywords: *Employee Engagement; Perceived Supervisory Support; Organizational Commitment; Social Exchange Theory; Conventional Banks; Islamic Banks; Pakistan*

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1. INTRODUCTION

The banking industry is always changing and is considered one of the industries that deal with the number of employees. Considering this scenario, it can be suggested that managing employees in the Banking industry is a difficult task, especially in the context of employee engagement and commitment to the Bank (organization). Organizations use a variety of engagement tools to stay competitive and improve performance. Recognizing supervisor support is one of the tools that can help management improve employee engagement and organizational commitment.

1.1. Problem Statement

Farooq (2020) investigated the mediation of OC in the relationship between rewards, employee involvement, employee loyalty, and organizational performance in Pakistani

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banks. Naeem & Khurram, (2020) examined the presence of toxic leadership in Pakistan's banking sector, which affects a range of work-related outcomes, including psychological well-being, EE, and employee turnover intentions. Park et al., (2022) examined the structural relationships between transformational leadership, affective OC, and job performance and the mediating effects of EE on these relationships. The results of the data analysis showed that transformational leadership through employee participation as a mediator has a significant effect on employees' emotional organizational commitment and job performance (Zeeshan et al., 2021). The effect of servant leadership on EE through the mediation of self-efficacy was investigated in bank employees in Pakistan. Badshah Hussain et al., (2021) conducted research in the private banking sector of Khyber Pakhtunkhwa, Pakistan, using a cross-sectional quantitative research design and survey research method. It measured the direct relationship between talent management practices and OC. In addition, mediators of employee participation were also considered. Fulmore et al., (2022) examined how employees' perceptions of participation in HRD practice, intention to leave and EE relates to each other in the service sector. Mayuran & Kailasapathy (2022) integrated resource demand and social exchange perspectives, to assess whether employer branding, organizational policies, self-efficacy, and work-family conflict predict EE in licensed commercial banks in Sri Lanka. Mubashar et al., (2022) examined perceived institutional justice (i.e., distributive, procedural, and interactional justice) and EE (i.e., work engagement and organizational engagement) in the banking and educational sectors of Pakistan, and the findings supported the mediating role of organizational trust between perceived organizational justice, EE, and organizational engagement.

It is clear from previous studies (Badshah Hussain et al., 2021; Farooq, 2020; Mayuran & Kailasapathy, 2022; Mubashar et al., 2022; Zeeshan et al., 2021) conducted in the Banking Sector of Pakistan that these studies have not investigated the impact of PSS on OC through mediating the effect of EE in banking sector of Sindh, Pakistan.

Thus, there is an academic knowledge gap in employee engagement literature in Pakistan's banking sector.

Therefore, this study aims to determine the impact of PSS on OC through EE in Banks in Sindh, Pakistan. The four objectives of this study are, 1) to determine the impact of perceived supervisory support on employee engagement. 2) to determine the impact of perceived supervisory support on organizational commitment, 3) to determine the impact of employee engagement and organizational commitment, and 4) to identify the mediating effect of employee engagement between perceived supervisory support and organizational commitment.

2. LITERATURE REVIEW

2.1. Perceived Supervisory Support (PSS)

The support employees receive from supervisors, and the organization creates a sense of felt obligation - supervisor support improves employee service performance (Vittal et al., 2022). Supervisor support plays a positive role when employees face difficult or new work conditions (R. Kumar & Mokashi, 2020) (Ullah et al., 2022). If employees believe they can express themselves, share ideas, make suggestions without fear of embarrassment or negative consequences, and fulfill expected roles, they may not be willing to leave the organization (Halliday et al., 2022). “The concept of perceived supervisor support includes employees' relationship and interchange with supervisors, as well as non-written mutual commitments or expectations of the parties” (Yorgancioglu Tarcan et al., 2021) as (Halliday et al., 2022). With perceived supervisor support employees exhibit higher organizational commitment and extra-role behavior and lower withdrawal behaviors (Chami-Malaeb, 2021). PSS can improve employee flourishing and reduce employee burnout (Heyns et al., 2021). It refers to the extent to which employees believe that their supervisors value their contributions to the organization and care about their well-being (Kurtessis et al., 2017) (Heng et al., 2020). Supervisors can afford a variety of valued resources, including greater attention, monetary support, and emotional support (Kalliath et al., 2020) and subordinates may perceive their supervisors as supportive after observing their supervisors granting resources they value. Supervisors’ behavior is authorized by the organization. When employees experience their supervisors’ concern about their welfare, they will infer that the organization also values those (Li, 2020).

2.2. Organizational Commitment (OC)

OC describes an employee's commitment to a particular organization. It is characterized by three elements: belief in the organization's acceptance of the goals and values of the organization, readiness to contribute, and intention to stay in an organization (Porter et al., 1974). OC is the degree to which an employee is satisfied with the organization, it is the force that binds people to companies, and it has a positive effect on the performance of employees (Suárez-Albanchez et al., 2022). It describes individuals’ feelings of attachment to, identification with, and obligation to the organization (Liu et al., 2021). An organizational commitment means a psychological state that attaches the individual to the organization (Chanana, 2021b). Human resource management practices can create working conditions and environments in which employees are highly committed to the organization and do their best to achieve the organization's goals. OC can be considered as an employee's willingness to commit to helping the organization achieve its goals (Cherif, 2020). It involves the employees’ levels of identification, involvement, and loyalty (Singh et al., 2019).

2.3. Employee Engagement (EE)

Bedarkar and Pandita (2014), mentions that ‘Kahn’ is considered an academic parent of the EE movement. (Kahn, 1990) defined EE engagement as “the simultaneous employment and expression of a person’s preferred self in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional) and active, full performances”. EE is often seen as an important part of organizational sustainability (Fulmore et al., 2022). Engaged employees are committed to their organization, have positive word of mouth, go above and beyond, and deliver exceptional results. (Alola & Alafeshat, 2021). Full self-involvement in the resources they receive from the organization can influence employees' responses to organizational practices such as justice and spirituality in the workplace (Sharma & Kumra, 2020). EE is a workplace attitude that encourages all associates of an organization to commit to its goals and values and deliver excellence every day (Chanana, 2021a).

2.4. Theoretical Framework

2.4.1. Social Exchange Theory (SET)

Social Exchange Theory (SET) is the most commonly utilized theory in recent research on EE, OC, and PSS. Auditors have already created social exchange ties with their supervisors, 14 to 15 employees, customers, and the accounting business itself (Herda & Lavelle, 2015). SET can be used to investigate the relationship between the organization and the employee, which can then be used to better understand EE and OC (Ariani, 2013). (Herda & Lavelle, 2013) the referred posture that a social exchange relationship is preferred by the clients in comparison to an economic-based exchange relationship with their auditor.

Organizational Support plays a key role in the social exchange relationship, which in turn affects the employee’s level of commitment. The findings of (Karanges, 2014) suggested that internal communication (a method of social exchange) greatly influences an employee’s level of engagement. SET is based on the employee in sentiments of commitment and long-term focus (Slack et al., 2015). SET was used by (Herda & Lavelle, 2015) for explaining the relationship between individual auditors and their clients and how these relationships affected the level of service provided. Most organizations advise employees to contact clients during their work, and employees' perceptions of these interactions have a significant impact on their level of engagement, contentment, and dedication to their job and the organization (Svanberg & Öhman, 2015). SET suggests that employees will be engaged, motivated, and committed to their job if the jobs are based on a fair and balanced system of exchange and this exchange relationship will be evolved from time to time in form of trust, loyalty, and mutual commitment (Burns, 2016).

Employees' perceptions of organizational support, supervisory support, and organizational commitment should all be taken into account when governing the quality of social exchanges between them and the bank. Few studies have examined employees' levels of commitment, as well as their perceptions of the quality of the social exchange connection they have with their employer. From previous reach (Ariani, 2013; Burns, 2016; Herda & Lavelle, 2013, 2015; Karanges, 2014; Slack et al., 2015; Svanberg & Öhman, 2015) it can be speculated that the social exchanges between an employee and supervisor play a critical role in the relationship between the employee and the organization, which shows in the employee’s reciprocation of engagement. Hence, it is clear that the theoretical foundation of SET justifies why employees are more or less involved in their work, positively or negatively, depending on the economic, social, and emotional resources they receive from the organization. Therefore, SET can be used for this study.

2.5. Hypotheses Development

2.5.1. Relationship between Perceived Supervisory Support (PSS) and Employee Engagement (EE)

Saks (2022) shared that the systems of compassionate HRM practices (work design, training, and development, flexible work arrangements, work-life balance, participation in decision-making, health and safety, career development, and health and wellness programs) show that they bring A culture of care and concern for employees: Employees respond with care to organizations that practice higher levels of involvement. PSS has a significant impact on EE; therefore, it is natural for supervisors to provide the necessary support to employees to help them in their activities to get involved and feel a sense of belonging to the organization (Odai et al., 2021). (Kaur & Randhawa, 2020) demonstrates that employee engagement acts as a mediator in the perceived supervisor support and turnover intentions relationship.

This study determines that if the supervisor does not ignore employees, care about their well-being, goals, and values, and encourage them in learning and applying new techniques then employees will go 'extra mile' and devote themselves to performing work. Additionally, they will feel proud to work in such Bank and will bring innovation to their work through continuous improvement and will provide a high quality of work. Previous studies (Kaur & Randhawa, 2020; Odai et al., 2021; Saks, 2022) have also determined a similar relationship. Thus, this study develops its first hypothesis,

H1: Perceived supervisory support is positively related to employee engagement.

2.5.2. Relationship between Perceived Supervisory Support (PSS) and Organizational Commitment (OC)

S. Kumar (2022) shared that good supervisory support such as compensation plans, opportunities for self-development, and growth in the organization motivates employees to stay in the organization. In addition, work-life balance positively affects the employees' organizational commitment as (Uddin et al., 2021) revealed that emotional and helpful support from supervisors had a profound effect on the work-life balance. (H. G. A. Khan et al., 2021) suggested that "supervisors of banking and telecom sectors should support their subordinates to achieve their organizational goals effectively and efficiently." (Yang et al., 2018) shared that supervisory support for career enhancement is positively related to career satisfaction and promotability.

This study determines that supportive supervisors value employees, care about their well-being, and goals, and provide an atmosphere where employees can learn and apply their learnings. As a result employees will feel a sense of belongingness and attachment while working at Bank, they will proudly share being an employee of the current Bank, and they continue working without the intention to leave the Bank. Furthermore, they will own the problems and work effectively to solve them. Previous studies (Khan et al., 2021; S. Kumar, 2022; Uddin et al., 2021; Yang et al., 2018) have also studied a similar relationship. Thus, this study develops its second hypothesis, H2: Perceived supervisory support is positively related to organizational commitment.

2.5.3. Relationship between Employee Engagement (EE) and Organizational Commitment (OC)

Nagpal (2022) confirmed that "EE has a significant positive impact on all the three OC starting with normative, affective and continuance commitment." (Bagis et al., 2021) shared that employee involvement has a significant positive effect on OC. Similarly, (Sutiyem et al., 2020) revealed that "EE has a positive and significant effect on the OC of banking employees in Padang." As these employees work with full energy and high mental endurance; this influences employee commitment and they intend to stay in the same Bank.

Previous studies (Bagis et al., 2021; Nagpal, 2022; Sutiyem et al., 2020) revealed that employees who engage themselves in working efficiently are committed. Thus, this study develops its third hypothesis,

H3: Employee engagement is positively related to organizational commitment

2.5.4. Employee Engagement (EE) Mediates the Relationship between Perceived Supervisory Support (PSS) and Organizational Commitment (OC)

Udin et al. (2022), mentioned that work engagement fully mediates the relationship between transactional leadership and innovative work behavior. Employee attitudes and behavior can be influenced by leaders, especially transactional leadership. In addition, that study showed that profit-oriented private sector organizations focus more on developing transactional leadership, knowledge sharing, and work engagement in their organizations to improve innovative work behavior. (Park et al., 2022) transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) can enhance affective organizational commitment when the level of employee engagement is high as the mediating construct. (Obuobisa-Darko, 2020) revealed that "if employees perceived their leaders as not forthcoming, not concerned about their well-being, they will not be ready to go the extra mile nor put in extra effort and this will negatively impact on performance." (M. Khan & Lakshmi, 2018) shared that employee engagement plays a mediating role between perceived supervisor support and job satisfaction.

Thus, in the relevance of previous studies (M. Khan & Lakshmi, 2018; Obuobisa-Darko, 2020; Park et al., 2022; Udin et al., 2022) this study develops its fourth hypothesis,

H4: Employee engagement mediates the relationship between perceived supervisory support and organizational commitment.

2.6. The Conceptual Framework

The conceptual framework of this study is consisting of three variables 1) perceived supervisory support (Independent variable), 2) Organizational Commitment (Dependent Variable), and 3) Employee Engagement (mediating variable) as mentioned in Fig.1.

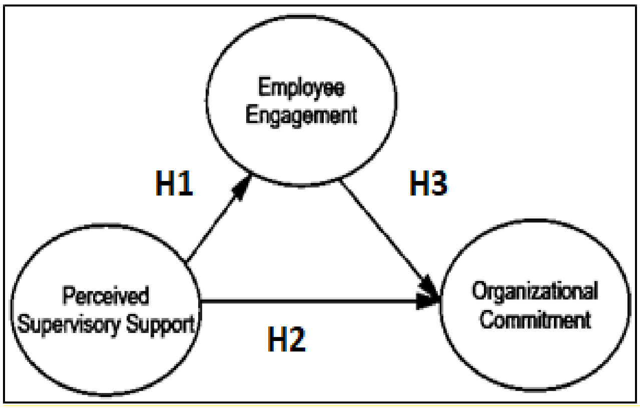

Fig. 1. Conceptual Framework

3. METHODOLOGY

Field (2013), says that the importance of quantitative correlational design is that it allows the researcher to examine the relationship between an independent and dependent variable. The research design of this study is deductive (approach), survey (strategy), Mono-Method, cross-sectional (Time horizon), casual study, and used an adapted questionnaire for data collection.

The study has focused on five Banks in the Sindh province of Pakistan i.e., Allied Bank Limited (ABL), Bank Al-Habib Limited (BAHL), Habib Bank Limited (HBL), MEEZAN Bank Limited, and Muslim Commercial Bank (MCB) Limited. From these Banks, 312 employees have participated in this study.

The structured questionnaire was adapted, variable 'Perceived Supervisory Support' from (Saks, 2006), and variables 'Organizational Commitment', and 'Employee Engagement' from (Ahmed & Dajani, 2015). Szolnoki and Hoffmann (2013), if there is no researcher involved, participants who would not normally participate in telephone surveys are happy to complete computer-based surveys. Therefore, a questionnaire was developed on google form for further distribution and data collection.

Hair (2009) stated that data must meet the preconditions before applying SEM. Before SEM analysis, the data should be screened for case screening, variable screening, exploratory factor analysis, scale reliability, measurement model, multivariate assumptions, and structural model. To test the hypotheses, a covariance-based structural equation modeling test was performed for data analysis. For the SEM test, AMOS for SPSS software was used.

4. RESULTS

4.1. Descriptive Statistics

The descriptive analysis of the employment status of the bank employees reveals that 54 of 312 were on probation, and 258 of 312 respondents were permanent employees. The analysis of position status shows that 24 of 312 respondents were in a non-managerial position, 43 of 312 respondents were in a lower management position, 188 of 312 respondents belonged to middle management, and 57 of 312 respondents were working in a senior management position. Furthermore, Table 1 mentions the location-wise and bank-wise participation.

Table 1. Descriptive Statics of Participant – Location-wise, and Bank-wise

Location	Bank Name					Total
	SBL	HBL	MCB	MEEZAN BANK	BAFL	
Dadu	3	1	1	0	2	7
Hyderabad	29	33	31	29	34	156
Jamshoro	4	2	5	3	3	17
Matiari	4	3	3	4	3	17
Badin	0	5	3	6	2	16
Tando Allahyar	2	2	3	1	2	10
Tando Muhammad Khan	2	4	3	2	3	14
Mirpurkhas	3	4	1	4	3	15
Nawabshah	4	2	4	4	3	17
Tharparkar	2	2	3	1	1	9
Sanghar	5	2	3	1	1	12
Umerkot	3	6	3	6	4	22
Total	61	66	63	61	61	312

4.2. Data Screening

In this study data screening test was performed using three tests, 1) case screening, 2) variable screening, and 3) Skewness and Kurtosis

4.2.1. Case Screening

The test of case screening was performed to check 1) missing data in rows, 2) unengaged responses, and 3) outliers.

4.2.1.1. Missing data in rows:

Data was filled as it was collected using an online questionnaire and all questions were mandatory to answer. Therefore, all responses in the row were found answered.

4.2.1.2. Unengaged responses:

Standard deviation test was performed to check unengaged responses; a lower standard deviation shows the least engaged responses. Five responses, response numbers 16, 80, 197, 286, and 306 showed zero standard deviation, therefore, the same were deleted. Thus, the size of the dataset was reduced from 312 responses to 307 responses.

4.2.1.3. Outliers (on continuous variables):

Fig. 2 shows five outliers were found in the variable 'Age', response numbers 188, 150, 154, 238, and 254 showing values 51,50,50, 52, and 55 respectively. While the variable Age was compared to the variable "Employee Position" then it was found that one was in the position of middle management and others were in the position of senior management. Therefore, all five responses were kept for further data analysis.

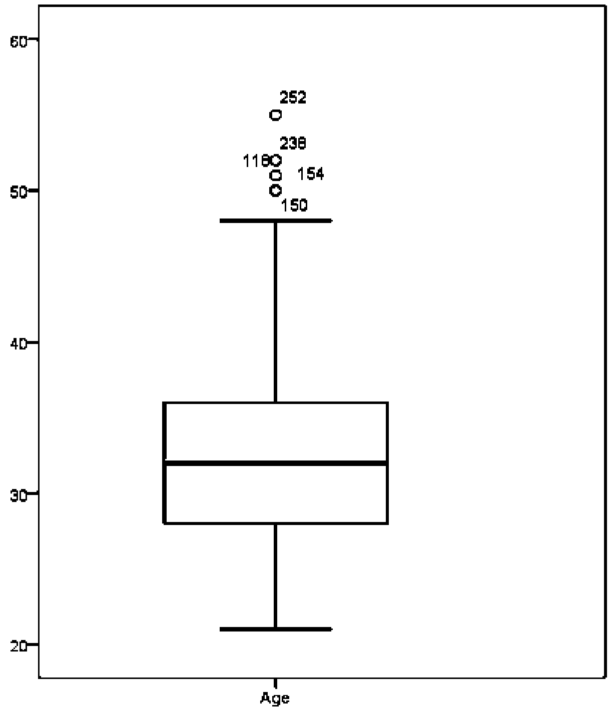

Fig. 2. Boxplot of variable Age

4.2.2. Variable Screening

The variable screening was performed by checking the missing data in columns. *Missing data in columns:* Data was collected using an online questionnaire and all questions were mandatory to answer. Therefore, all responses in the column were found answered.

4.2.3. Skewness and Kurtosis

Hair Jr et al (2017) described that "If the distribution of responses for a variable stretch toward the right or left tail of the distribution, then the distribution is referred to as skewed. And general guideline for skewness is that if the number is greater than +1 or lower than –1, this is an indication of a substantially skewed distribution." Furthermore, he described Kurtosis as "A measure of whether the distribution is too peaked. For kurtosis, the general guideline is that if the number is greater than +1, the distribution is too peaked. Likewise, a kurtosis of less than –1 indicates a distribution that is too flat. Distributions exhibiting skewness and/or kurtosis that exceed these guidelines are considered non-normal." Table 2 shows that in this study both the skewness and kurtosis lie within an acceptable range of -1 and +1.

Table 2. Descriptive Statistics of Skewness and Kurtosis Analysis

Items	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
PSS1	307	.896	.139	.376	.277
PSS2	307	.732	.139	.018	.277
PSS3	307	.848	.139	.823	.277
PSS4	307	.714	.139	.168	.277
PSS5	307	.817	.139	.672	.277
OC1	307	-.718	.139	1.207	.277

Items	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
OC2	307	-.867	.139	1.760	.277
OC3	307	-.583	.139	.857	.277
OC4	307	-.703	.139	.924	.277
OC5	307	-.707	.139	1.125	.277
EE1	307	-.687	.139	.947	.277
EE2	307	-.740	.139	1.451	.277
EE3	307	-.562	.139	.913	.277
EE4	307	-.537	.139	.980	.277
EE5	307	-.497	.139	.746	.277
Valid N (list-wise)	307				

4.3. Exploratory Factor Analysis (EFA)

In this study, EFA was performed to ensure adequacy, communalities, and total variance explained.

4.3.1. Adequacy

"Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity" KMO > 0.6 is good, KMO >0.8 is very good, and KMO >0.9 is excellent. Table 3 shows KMO is 0.895 i.e., greater than 0.8 which is very good.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	3754.648
	df	105
	Sig.	.000

4.3.2. Communalities

The test of communalities must be greater than 0.5. Table 4 mentions the result of the communalities analysis, it reveals that the values are greater than 0.5.

Table 4. Communalities

Items	Initial	Extraction
PSS1	.601	.630
PSS2	.685	.720
PSS3	.749	.815
PSS4	.712	.749
PSS5	.680	.716
OC1	.497	.488
OC2	.690	.734
OC3	.740	.839
OC4	.583	.564
OC5	.643	.626
EE1	.685	.619
EE2	.768	.763
EE3	.809	.847
EE4	.843	.896
EE5	.655	.653

Extraction Method: Maximum Likelihood.

4.3.3. Total Variance Explained

The total variance explained should be greater than 60%. Table 5 reveals that the percentage of total variance explained in this study is 71.064 which is good.

Table 5. Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings [a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.517	43.450	43.450	6.124	40.826	40.826	5.112
2	3.244	21.628	65.078	2.997	19.977	60.803	4.105
3	1.760	11.731	76.809	1.539	10.261	71.064	4.696
4	.596	3.975	80.784				
5	.444	2.957	83.741				
6	.392	2.612	86.353				
7	.333	2.218	88.571				
8	.301	2.009	90.580				
9	.285	1.903	92.483				
10	.268	1.788	94.270				
11	.238	1.585	95.855				
12	.188	1.252	97.108				
13	.172	1.149	98.257				
14	.160	1.067	99.325				
15	.101	.675	100.000				

Extraction Method: Maximum Likelihood.

[a] When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

4.4. Scale Reliability

Table 6 shows the scale reliability of this study.

Table 6. Cronbach's Alpha a Scale Reliability Test

S#	Variable	# Of Items	Cronbach's Alpha
1	Perceived Supervisory Support	5	0.927
2	Organizational Commitment	5	0.899
3	Employee Engagement	5	0.939
	Total Scale	15	0.901

4.5. Measurement Model

This study performed Confirmatory Factor Analysis (CFA), Validity and Reliability tests, and multivariate assumptions test to analyze the measurement model.

4.5.1. Confirmatory Factor Analysis

Hair (2009) shared, "for confirmatory factor analysis, the first step is to remove those items that are showing factor loading less than 0.50, and then the last step for achieving model fitness is to correlate error terms of the items having modification indices above 0.40." Fig. 3 shows all factor loadings are above 0.50, therefore, no item is supposed to be deleted.

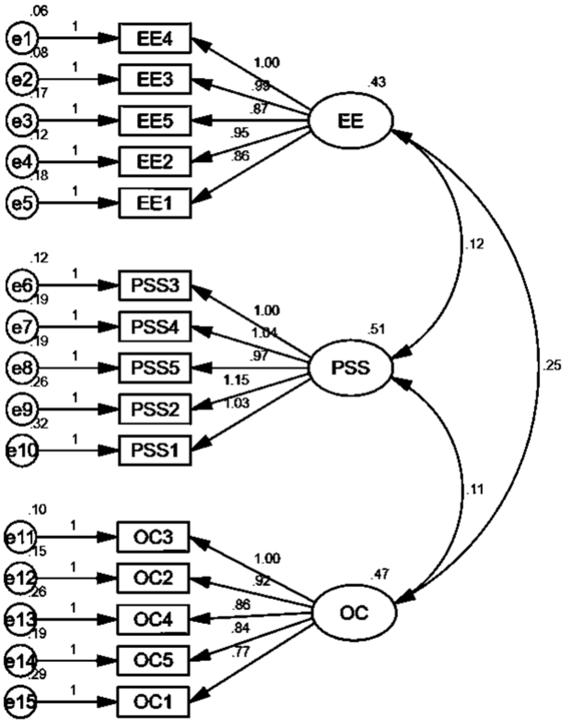

Fig. 3. Initial Measurement Model

However, Table 7 shows the correlation of error terms of items having modification indices greater than 0.40. Therefore, the error terms mentioned in Table-7 were correlated as mentioned in Fig.-4.

Table 7. Correlation of Error Terms

Error Correlation			M.I.	Par Change
e13	<-->	e14	20.316	.065
e12	<-->	e14	20.600	-.053
e4	<-->	e5	35.221	.056
e1	<-->	e2	21.742	.024

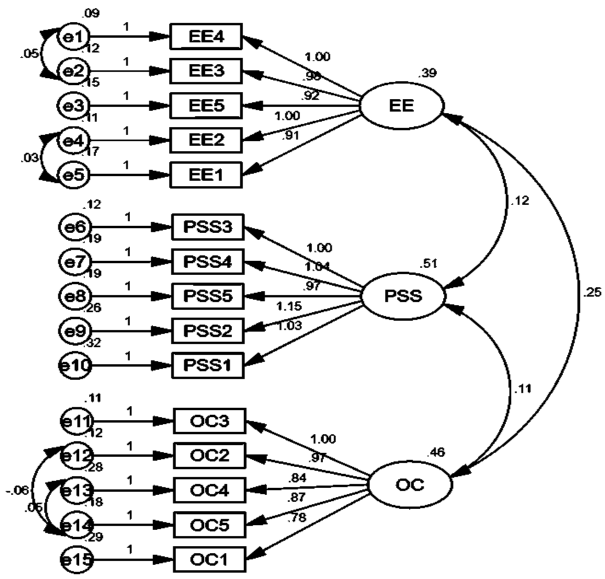

Fig. 4. Modification Indices Covariance Adjusted

Table 8 shows the value of model fitness before error correlation and after error correlation. In the measurement model, every item was analyzed to check whether it is significantly contributing as a whole to the proposed model. In CFA, all constructs were analyzed individually along with their items. Initially, all latent constructs were correlated to determine the measurement model fitness of all constructs. “In SEM model, fitness can be tested based on absolute fit indices, incremental fit indices and parsimony fit indices (Hooper et al., 2008)”. “Absolute fit indices contain CMIN/DF, root mean square error of approximation (RMSEA), root mean square residual (RMR), and adjusted goodness-of-fits (AGFI)”. “Incremental fit indices are a normed-fit index (NFI) and comparative fit index (CFI) (Hair Jr et al., 2017)”. The goodness of fit measures, such as GFI, AGFI, CFI, and NFI, can be used to classify the aforementioned fitness indices. The researcher's goal is to get values for the ‘goodness of fit measure’ that were nearer to 1. RMR and RMSEA, on the other hand, relate to the proportion of the variation in the postulated model that cannot be explained. “This is also known as the badness of model fit (Arbuckle, 2019)”. The objective of the researcher was to keep these values less than 8% or 0.08 (Hooper et al., 2008). Thus, Normal values as per standard CMIN/DF should be between 1 and 2, GFI, AGFI, CFI, TLI, and NFI should be close to 1, and RMSEA and RMR should be less than 0.08. This study satisfies all the above conditions of Confirmatory Factor Analysis (CFA).

Table 8. Summary of Model Fitness before and after adjustment of modification indices covariance

Model adjustments	Goodness of Fit						Badness of Fit	
	CMIN/DF	GFI	AGFI	CFI	TLI	NFI	RMSEA	RMR
Before error correlation	2.707	0.902	0.865	0.960	0.952	0.938	0.075	0.021
After the adjustment of after error correlation.	1.570	0.945	0.921	0.987	0.984	0.966	0.043	0.018

“CMIN= Minimum Chi-square; GFI= Goodness of fit index; AGFI= Adjusted Goodness of Fit Index; CFI= Comparative Fit Index; TLI= Tucker Lewis Index; NFI= Normed Fit Index; RMSEA= Root Mean Square Error of Approximation; RMR= Root Mean Square Residual”

4.5.2. Validity and Reliability

In this study to ensure the construct validity and reliability of the measurement model, two tests were performed i.e., the convergent validity test and the discriminant validity test.

4.5.2.1. Convergent Validity

The level of correlation among measures of related ideas (Arbuckle, 2019; Hair Jr et al., 2017) is known as convergent validity. It's a construct indicator that represents a lot of the mutual proportion of variation among components. Convergent validity is concerned with ‘Construct Reliability (CR), Average Variance Extracted (AVE), and Factor Loading.

Construct reliability of the variables was calculated using standardized factor loading after locating the Confirmatory Factor Analysis (CFA) using a macro in MS Excel. “The threshold value of the construct reliability should be equal or greater than 0.70 (Cooper et al., 2013)”. Each construct has appropriate dependability, as shown in Table 9, with values ranging from 0.904 to 0.934. The level of variance in each item is represented by AVE, which is the sum of standardized factor loadings. It was calculated in MS Excel using a macro because it was not possible to do so in AMOS; the standard value AVE is equal to or greater than 0.5.

The AVE of each construct in this investigation is more than 0.5, ranging between 0.654 and 0.739. The factor loading threshold value is greater or equal to 0.5, Table 9 shows that all factor loadings were greater than 0.5.

Table 9. Convergent validity

Variables	CR	AVE	Factor	Factor Loading
Employee Engagement	0.934	0.739	EE1	.753
			EE2	.805
			EE3	.942
			EE4	.969
			EE5	.814
Perceived Supervisory Support	0.929	0.725	PSS1	.787
			PSS2	.849
			PSS3	.902
			PSS4	.862
			PSS5	.852
Organizational Commitment	0.904	0.654	OC1	.669
			OC2	.882
			OC3	.939
			OC4	.745
			OC5	.713

4.5.2.2. Discriminant Validity

The values of inter-construct correlation are compared to the values of the square root of average variance extraction in discriminant validity analysis; the values of AVE should be larger than the value of inter-construct correlation. Table 10 mentions the square root of the average variance extracted is greater than the inter-construct correlation and the values of inter-construct are less than 0.8. These results provide sufficient evidence of the discriminant validity of the constructs.

Table 10. Analysis of Discriminant Validity

Variable Name	Employee Engagement	Perceived Supervisory Support	Organizational Commitment
Employee Engagement	0.860		
Perceived Supervisory Support	0.274	0.851	
Organizational Commitment	0.581	0.226	0.809

4.5.3. Multivariate Assumptions

This study has performed a multicollinearity test to analyze the multivariate assumption,

Multicollinearity: Multicollinearity is a condition where variables are highly correlated with each other (Tabachnick & Fidell, 2007)". "Multicollinearity can substantively affect the predictive ability of independent variables (Hair, 2009)". "Multicollinearity exists when the independent variables are highly correlated i.e., r= 0.9 and above (Pallant, 2011)". The existence of Multicollinearity is one of the violations of assumptions for structural equations modeling. To test this assumption, SPSS performs "collinearity diagnostics" which compare Tolerance and Variance Inflation Factor (VIF) values to threshold values.

The tolerance value indicates how much variability of the independent variable in the research model is not explained by independent variables. "The data shows the existence of multicollinearity either if the tolerance value is <0.10 and/or the value of VIF is >5 (Pallant, 2011)". Table 11 shows the tolerance and VIF values for the variables of this study. Because all of the tolerance values are greater than 0.10 and the VIF values are less than 5, the assumption of multicollinearity is met.

Table 11. Test of Multicollinearity

Variable	Tolerance	VIF
Perceived Supervisory Support	.861	1.161
Employee Engagement	.885	1.130

Dependent Variable: Organizational Commitment

4.6. Structural Model

This study developed the structural Model after screening the measurement model. Further, hypotheses tests of direct relationship, indirect relationship, and total relationship were performed using a structural model. The covariance structural equation modeling is performed to analyze the hypotheses.

4.6.1. Hypotheses Testing of Direct Relationship

Firstly, the direct relationship between perceived supervisory support and organizational commitment was analyzed.

4.6.1.1. Relationship between Perceived Supervisory Support and Organizational Commitment

The first hypothesis of this study is to look into the relationship between perceived supervisory support (an independent variable) and organizational commitment (a dependent variable). The researcher has stated that there is a positive association between perceived supervisory support and organizational commitment variable of employees working at banks in Hyderabad, Sindh, Pakistan, according to the study's hypothesis. The path coefficient value is 0.21 (Fig.-5 and Table-12), the critical ratio is 3.721, and the p-value is 0.000, according to the structural model statistics (Table-12). This illustrates the importance of and link between perceived supervisory support and organizational commitment. Therefore, H1: perceived supervisory support (PSS) positively influences organizational commitment (OC) is accepted.

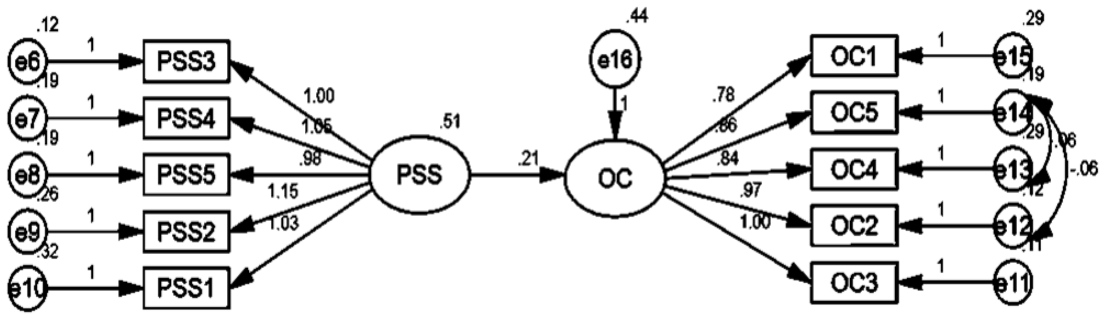

Fig. 5. Relationship between Perceived Supervisory Support and Organizational Commitment

Table 12. Summary of Analysis of Direct Relationship and Indirect Relationship

Hypotheses	Standardized Estimate	S.E.	C.R.	p-Value	Label
H1: PSS <> OC	0.21	0.058	3.721	0.000	Supported
H2: PSS <> EE	0.24	0.053	4.517	0.000	Supported
H3: EE <> OC	0.62	0.061	10.281	0.000	Supported

PSS = Perceived Supervisory Support, EE = Employee Engagement, OC = Organizational Commitment

4.6.2. Hypotheses Testing of Indirect Relationships

Secondly, two indirect relationships were analyzed, 1) the relationship between perceived supervisory support and employee engagement, and 2) the relationship between employee engagement and organizational commitment.

4.6.2.1. Relationship between Perceived Supervisor Support and Employee Engagement

The second hypothesis is to look into the direct link between perceived supervisory support (an independent variable) and employee engagement (a mediating variable). The researcher has argued that there is a positive association between perceived supervisory support and employee engagement of employees working at banks in Hyderabad, Sindh, Pakistan. The path coefficient value is 0.24 (Fig.-6 and Table-12), the critical ratio is 4.517, and the p-value is 0.000, according to the structural model results (Table-12). This illustrates the importance of a direct link between perceived supervisory support and employee engagement. Therefore, H2: perceived supervisory support (PSS) positively influences employee engagement (EE) is accepted.

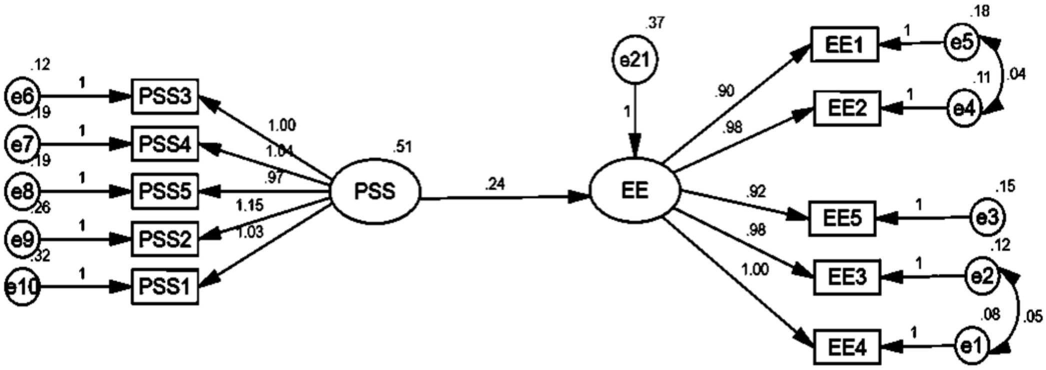

Fig. 6. Relationship between Perceived Supervisor Support and Employee Engagement

4.6.2.2. Relationship between Employee Engagement and Organizational Commitment

The third hypothesis of the study is to investigate the direct relationship between employee engagement (mediating variable) with organizational commitment (dependent variable). According to the hypothesis of the study, the researchers have proposed that there is a positive relationship between employee engagement and organizational commitment at banks in Hyderabad, Sindh, Pakistan. The statistics of the structural model indicate that the path coefficient value is 0.62 (Fig.-7 and Table 12); the critical ratio is 10.281 and the p-value is 0.000 (Table-12). This represents the significance of the direct relationship between employee engagement and organizational commitment. Therefore, H3: employee engagement positively influences organizational commitment is accepted.

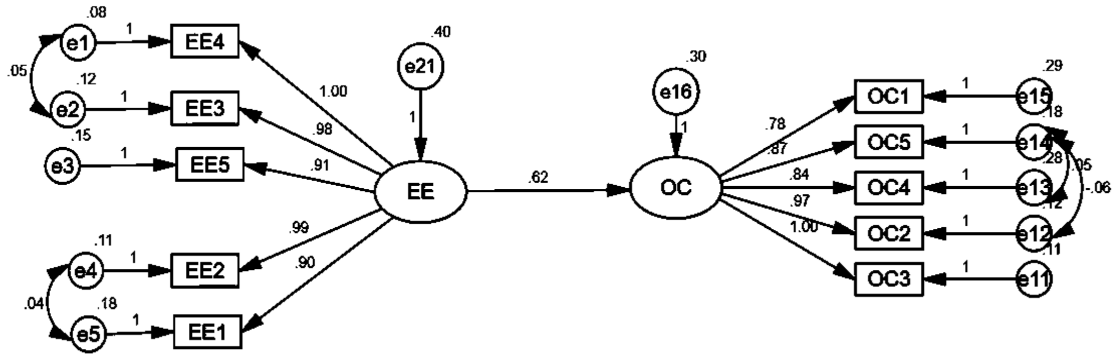

Fig. 7. Employee Engagement and Organizational Commitment

4.6.3. Hypotheses Testing of Total Relationship

Lastly, the total relationship of the mediation of employee engagement between the relationship of perceived supervisory support and organizational commitment was analyzed.

4.6.3.1. Perceived Supervisory Support and Organizational Commitment through Employee Engagement

In this study, the fourth hypothesis states that employee engagement will mediate the positive relationship between perceived supervisory support and organizational commitment in the Banks in Hyderabad, Sindh, Pakistan. For testing this hypothesis, the study calculated the indirect effects of path PSS EE OC. (Preacher et al., 2008) the method used for testing this mediating effect. This method is divided into two parts. First, all direct relationships are estimated both with and without a mediator. The bootstrapping technique is then used to calculate the indirect effect and its significance. To compute the indirect effect, the mediation is evaluated in the second stage. Figure 8 illustrates the model for calculating the indirect effects of mediation analysis in this study.

Without including employee engagement in the model, the direct effect is 0.21 with a p-value less than 0.05, as shown in Figure 5. This demonstrates the significant and direct impact of supervisory assistance on organizational commitment. The model was then updated to include a mediating variable, employee engagement, and the direct effect of PSS OC was examined. With a p-value larger than 0.05, the Path coefficient is 0.07 (Fig.-8 and Table-13). Since the path value is reduced and the p-value is non-significant for both PSS and OC in the presence of a mediator. Therefore, there is full mediation. If the p-value was significant then it would have revealed that there is partial mediation. The indirect effect of path PSS EN OC is calculated next in the mediation analysis. For this, indirect and total effects were determined.

The indirect impacts of perceived supervisory support on organizational support through employee engagement are 0.14, as shown in Table 13. The researcher also utilized bootstrapping with 1000 iterations to assess the p-values to see if the path was significant. The indirect path has a P-value of 0.186. Because this result is greater than 0.05, hypothesis H4 has been accepted. Thus, employee engagement fully mediates the relationship between perceived supervisory support and organizational commitment.

Table 13. Results of Mediation Analysis

Hypotheses	Direct without mediator	Direct with mediator	Indirect effect	P-value (bootstrap)	Results
H4: PSS > EE > OC	0.21	0.07	0.14	0.186	Full Mediation

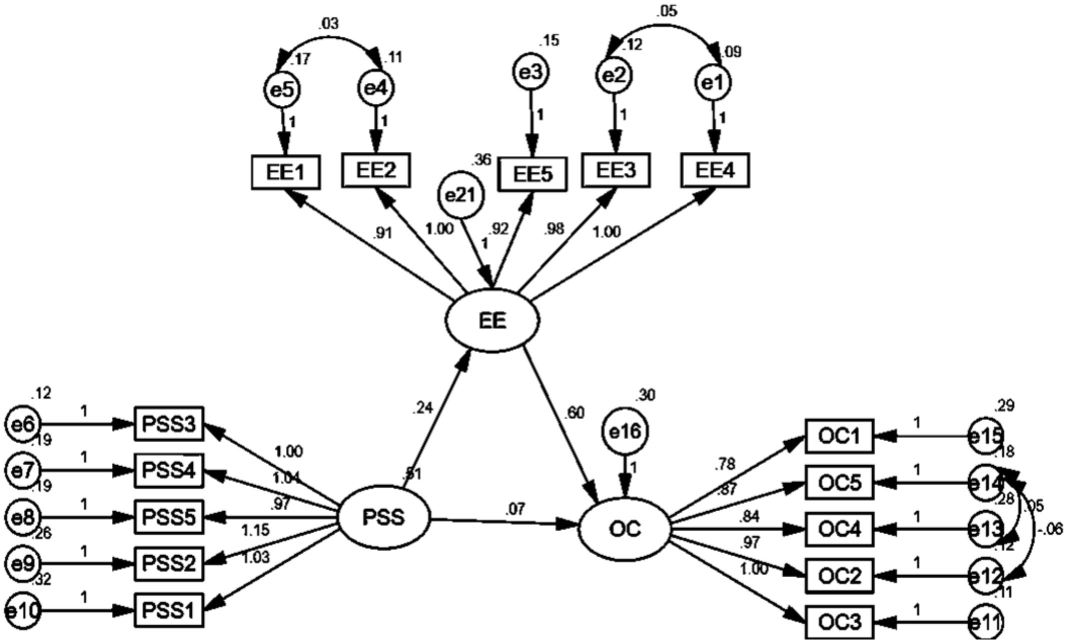

Fig. 8. Perceived Supervisor Support and Organizational Commitment through Employee Engagement

5. CONCLUSION

The first objective of this study was to determine whether there is an impact of perceived supervisory support on employee engagement. This study suggests that if perceived supervisory support is focused on/increased by managers in the organizations i.e., banks, there would be a stronger level of employee engagement among the employees. Hence, stronger perceived supervisory support can improve the productivity of employees by engaging them in their work in an effective manner.

The second objective of this study was to determine whether there is an impact of perceived supervisory support on organizational commitment. This study concludes that if we increase perceived supervisory support in the organization, organizational commitment will also be increased. Therefore, stronger perceived supervisory support is the key factor behind attaining the optimum organizational commitment.

The third objective of this study was to determine the relationship between employee engagement and organizational commitment. The results revealed that there is a positive relationship between employee engagement and organizational commitment. So, it can be concluded from this statement that to enhance the level of organizational commitment, employee engagement should be increased.

The fourth objective of this study was to identify the mediating effect of employee engagement between perceived supervisory support and organizational commitment. The results show that there is a positive and full mediation between perceived supervisory support, organizational commitment, and employee engagement. That means that employee engagement can increase or decrease the relationship between perceived supervisory support and organizational commitment.

6. IMPLICATIONS

The purpose of this research study is to fill the gap in employee engagement among the employees in the Banking sector. The results of this study are significant for managers of the Banking sector i.e., it will particularly help them in decision-making. If they want to increase employee engagement and organizational commitment among employees, they will have to focus on a perceived supervisory support program. It will also help the managers of a multi-generational workforce where expectations and work values differ. They can build a model to improve employee engagement among their organizations.

7. RECOMMENDATIONS

This study is focused on five Banks that are working in the Sindh province of Pakistan. It is recommended that the study should also be conducted/extended to other regions of Pakistan too. Further, other sectors can also be targeted for researching this particular topic. In addition to this, it is suggested that other variables i.e., training and development, and work-life balance policies which were not added in this research, should also be analyzed in the future for improving employee engagement in the organizations.

Author Contributions:

The Authors (Abdul Ghafoor Kazi = X, Zulfiqar Ali Rind = Y, and Shazia Kazi = Z) of this research study have contributed as, “Conceptualization, X, Y, and Z; methodology, Z.; software, X.; validation, X, Y, and Z; formal analysis, X; investigation, Y; resources, Y; data curation, X and Z; writing—original draft preparation, Y; writing—review and editing X, visualization, X; supervision, X.X.

All authors have read and agreed to the published version of this manuscript.

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Institutional Review Board Statement:

Ethical review and approval were waived for this study, because this study does not involve any animal or medical experiment on human that may cause harm.

Informed Consent Statement:

Informed consent was obtained from all subjects involved in the study.

This study aims to determine the impact of Perceived Supervisory Support (PSS), on Organizational Commitment (OC) through Employee Engagement (EE) in Banks in Sindh, Pakistan. This is a pure academic research, and the results will be published in a Journal. Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. You are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

Data Availability Statement:

N/A

Acknowledgments:

N/A

Conflicts of Interest:

No conflicts of interest.

Reference:

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