

Received : 02 February 2024, Accepted: 05 March 2024

DOI: <https://doi.org/10.33282/rr.vx9i2.16>

INVESTIGATING THE INTERPLAY OF WORKING POVERTY IN SHAPING THE CONNECTION BETWEEN ORGANIZATIONAL SUPPORT AND EMPLOYEE COMMITMENT: NOVEL RESEARCH DIRECTIONS

**Dr. Faisal Shafique Butt¹, Saad Mahmood Bhatti², Dr. Coenrad Adolph Groenewald³,
Dr. Elma Sibonghanoy Groenewald⁴, Abanob Shehata⁵, Dr. Sobia Mahmood⁶,
Dr. Tariq Rafique⁷, M Asjad Abbasi⁸**

¹Department of Computer Science COMSATS University Islamabad, Wah Campus, Pakistan
faisalbutt@ciitwah.edu.pk

ORCID: <https://orcid.org/0000-0002-8754-6887>

²Institute of Business and Management (IB&M), University of Engineering and Technology
(UET), Lahore, Pakistan

Graduate School of Business (GSB), Universiti Kebangsaan Malaysia (UKM), Malaysia

E.mail: saad.mahmood@uet.edu.pk

³Consulting Director, SG Virtuosos International, Executive Department,
Cape Town, South Africa, Email: dolfgroenewald@sgvirtuososinternational.com

ORCID: <https://orcid.org/0000-0002-2394-6347>

⁴Chief Executive Officer (CEO), SG Virtuosos International, Executive Department, 1501-1502
Tran Phu Street, Loc Tho Ward, Nha Trang City, Khanh Hoa Province, Vietnam, 650000

Email: elmasgroenewald@sgvirtuososinternational.com

ORCID: <https://orcid.org/0000-0001-7813-2773>

⁵St. George's University, Grenada, E.mail: ashehat2@sgu.edu

⁶Assistant Professor University Kotli, Azad Jammu and Kashmir, Pakistan,

E mail : sobia.mahmood@uokajk.edu.pk

⁷Assistant Professor Dadabhoj Institute of Higher Education, Karachi, Pakistan

E mail: dr.tariq1106@gmail.com

⁸Department of Management Science, Preston University, Kohat Islamabad Campus,
Islamabad, Pakistan, Email: asjad.abbasi@gmail.com

Corresponding Author : **Dr. Faisal Shafique Butt**, ¹Department of Computer Science
COMSATS University Islamabad, Wah Campus, Pakistan faisalbutt@ciitwah.edu.pk

Abstract

Background: This research addresses a critical gap in existing literature by examining the relationships between perceived organizational support, leader/member relationship quality, social solidarity, job satisfaction, and affective organizational commitment within an Asian

context. While numerous studies in Western contexts emphasize the importance of these factors, their interplay in an Asian setting remains understudied. The study focuses on affective commitment and job satisfaction as crucial predictors of well-being and turnover. Job satisfaction involves evaluating professional activity by comparing various facets of training with internal or external standards. Affective commitment entails emotional attachment, identification, and corporate involvement, focusing on positive feelings and loyalty towards the organization. Social exchange theory, often applied to explain relationships between organizational support, job satisfaction, and affective commitment, posits that workers anticipate rewards for their investments in social exchange relationships. While this theory has been extensively tested in Western contexts, its applicability in an Asian setting remains understudied.

II. Methodology: Details the data collection and study sample, focusing on a public sector organization in the Islamic Republic of Pakistan. The sample's demographic characteristics are presented, highlighting the challenging working conditions in state enterprises in the region.

III. Results: Provides an overview of the measurement model and descriptive statistics, emphasizing the psychometric properties of the scales used. Regression analysis results for perceived organizational support, leader/member exchange, and societal solidarity on work fulfillment and affective organizational commitment are presented, along with the moderation effects of subjective working poverty.

I. Introduction

Many studies conducted in Western context have shown the importance of perceived organizational support and the eminence of the leader/member connection in developing job satisfaction and affective commitment to the organization. However, no research has focused on the relationship between organizational support, the quality of the leader/member relationship, social solidarity, and these two professional attitudes in an Asian context. This research aims to fill this gap (Barbosa, Teixeira et al. 2023).

In this research, we will focus on affective commitment to the organization and job satisfaction, these two professional attitudes being two of the most important predictors of well-being at work and job satisfaction—turnover. Job satisfaction consists of evaluating professional activity by comparing different facets of professional training with internal or external standard. Internal work standards concern aspects related to the very nature of the professional activity, such as the use of skills or self-fulfillment. Elements external to work include salary, career progression, or recognition of the work done. Affective organizational commitment involves emotional attachment, identification, and corporate involvement. Affective commitment emphasizes on optimistic feelings of associates about their organization's participation, faithfulness, and wish to support the organization performance. An employee who is passionately committed to his/her organization identifies strongly with its objectives (Gomes, Sabino et al. 2023).

Social exchange theory is often used as an instructive outline for the associations among diverse methods of organizational support, job fulfilment, and affective commitment to the organization. According to social exchange theory, workers forestall the paybacks they will obtain in exchange for their investments when they enter a social exchange relationship. These rewards can be intrinsic (recognition) or extrinsic (salary increase). According to this approach, workforces who observe an inequity among what they provide to their boss and what they receive in profit experience professional dissatisfaction. Moreover, employees who notice that their company respects their responsibilities, they feel obliged to reciprocate. As a result, employees are more probable to be enthusiastically devoted to the organization and to grow an affective obligation to it . Most of the research which involves social exchange theory has occurred in a Western context, not on an Asian context (Bednar 2023).

I.1. Perceived Organizational Support, Quality of the Leader-member Relationship, Quality of Social Solidarity, Job Satisfaction, and Affective Organizational Commitment

According to the theory of social exchange, employees would distinguish between two social exchanges within their organization: the exchanges they maintain with their immediate superiors and those they retain with their organization as the employer . Perceived organizational support has often been conceptualized as an indicator of the quality of the social exchange between employees and their employers. In contrast, the member/leader exchange can be seen as an indicator of the exchange quality between the employee and his supervisor . We will also consider a third form of social exchange, social solidarity. This form of support is widespread in the Asian context (Quick 2023).

I.2. Perceived Organizational Support, Job Satisfaction, and Affective Commitment to the Organization

Perceived organizational support denotes to the employee's insight that his/her organization upkeeps around his well-being and values his/her contribution to organizational effectiveness. It is rooted in social exchange theory and relies on the rule of mutuality as the explanatory mechanism underlying has effects on job satisfaction and organizational obligation to the organization (Kinsella, Muldoon et al. 2023).

When employees perceive support from their organization, they show reciprocity in helping the organization achieve its goals and experience greater job satisfaction. When employees perceive a lack of support from their organization, they feel an imbalance between what they give to their employer and what they receive. Workers can restore the balance by decreasing job satisfaction. Furthermore, organizational support fulfills employees' socio-affective needs, reinforcing their affiliation with their organization and increasing their affective organizational commitment to the latter. Satisfying socio-emotional needs will reinforce employees' social identity as organization members, creating greater affective engagement (Wang, Wen et al. 2023).

Much empirical research reveals that perceived organizational support completely impacts on satisfaction of job and affective organizational commitment. A central aspect of social exchange theory is that the norm of reciprocity, which underlies this theory, is universal

and does not depend on a specific cultural context. The reciprocity norm is defined by Gouldner as a universal need to reciprocate after receiving a set of benefits. We, therefore, argue that perceived organizational support positively support affects job satisfaction and affective commitment to the organization in an Asian context. This leads us to formulate the following hypothe (Brunetto, Farr-Wharton et al. 2023):

Hypothesis 1. – Perceived Organizational support is positively related to Job Satisfaction and Affective Commitment to the organization in an Asian context.

I.3. Leader-member exchange, Job Satisfaction, and Affective Commitment to the Organization

Perceived organizational support is considered an important dimension that defines the exchange relationship between the worker and his/her organization, while the quality of the leader/member relationship describes the superiority of the exchange association among the superior and his subordinate. It is based on the assumption that the leader establishes qualitatively different relationships with his subordinates. Also based on social exchange theory and the custom of mutuality, leader-member exchange theory suggests that the relationship between leaders and employees ranges from strictly contractual transactions to exchanging unspecified benefits. When a leader or employee provides valuable benefits to the other party, reciprocity kicks in. If the relationship is at a low level of exchange, the influence is directive, and formalized rules of conduct govern the businesses; otherwise, the effect is reciprocal, and the relationship is fluid and negotiated. Excellent leader-member exchange relations are considered by great faith and commitment (Wijaya and Silitonga 2023).

Numerous studies have effectively shown that the quality of the superior-subordinate relationship is positively related with job satisfaction and affective commitment to the organization . However, to our knowledge, none of this research has been conducted in an Asian context. Based on the universality of the reciprocity norm, we hypothesize that the leader-member relationship quality is positively linked with satisfaction of job and affective organizational commitment in an Asian context (Hoak 2023)

Hypothesis 2. – The quality of the exchange between the superior and his subordinate is positively associated with job satisfaction and affective organizational commitment in an Asian context.

I.4. Social solidarity and Job Satisfaction

The issue of social solidarity is intrinsically linked to the economic crisis and poverty. Social solidarity promotes social cohesion through mutual social aid. It contributes to the well-being of individuals in a context where well-being cannot (or no longer) be guaranteed by the community. Social solidarity is "the assistance that consists of getting help and, in return, helping others". It comes from people outside the organization, such as friends and acquaintances, neighborhood neighbors, and extended family members. It is based on the principles of reciprocity and gratuity and does not concern commercial exchanges. For its part, the quality of social solidarity refers to the subjective evaluations the individual makes of the social solidarity

received. It reflects a feeling of satisfaction with the support received when it is in line with the expectations and needs of the individual (Barbosa, Teixeira et al. 2023).

Asian societies are notably distinguished from Western societies by collectivist values. There is a greater interdependence among Asian workers between the sphere of life outside work and work life. Social solidarity concerns both the provision of material goods and moral comfort. According to the resource conservation model, individuals primarily aim to conserve and protect the resources they value. The resources employees seek to maintain and acquire concern working conditions, objects, or personal characteristics. Social support is also considered a resource as it facilitates preserving other resources. According to this model, social support would positively impact job satisfaction (Gomes, Sabino et al. 2023).

Empirical research shows that social and family support is associated with job satisfaction. Bedeian, Mossholder, and Touliatos point out that the real accessibility of social provision and the apparent probability of getting social support is positively associated with job satisfaction. Social solidarity is a form of social support particularly present in Asian societies. Based on these arguments, we argue that the quality of social solidarity is positively associated with job satisfaction in an Asian context and formulate the following hypothesis (Bednar 2023):

Hypothesis 3. – The quality of Social Solidarity is positively associated with Job Satisfaction in an Asian context.

I.5. Working poverty as a moderator of the relationship between Organizational Support, quality of the leader/member relationship, quality of social solidarity, and Job Satisfaction

It emerges from the literature that today, the fact of working in no way protects against poverty. Hence the appearance of a specific form of poverty that affects workers: in-work poverty. In-work poverty results in the fact that people participate in producing wealth through their work, but they do not receive sufficient income from it. With this income, workers cannot live decently. This context of working poverty mainly affects the Asian continent, extending more and more to European countries. The causes of in-work poverty relate to the labor market situation, social configuration, and social benefits. Subjective working poverty refers to the negative perception, by the employee, of his standard of living based on his earned income (Quick 2023).

The resource conservation model posits that organizational and social support availability and quality are essential for worker well-being. The acquisition of resources such as perceived administrative support and the leader/member relationship quality is more critical when workers have few financial resources. In a Western context, many studies have shown that workers with poorer economic working conditions are more sensitive than others to the support they receive from their superiors and their employers. The impact of organizational support, the quality of the leader-member connection on a commitment to the organization, and their job satisfaction would be more significant for these workers than workers benefiting from better financial conditions. We also argue that organizational support and the quality of the leader-member connection are positively and more strongly associated with job satisfaction when workers

perceive themselves as poor, which leads us to formulate the following hypotheses (Kinsella, Muldoon et al. 2023)

Hypothesis 4a. – Subjective working poverty has a moderating effect on the relationship between perceived organizational support and job satisfaction.

Hypothesis 4b. – Subjective working poverty moderates the relationship between the quality of the superior/member relationship and job satisfaction.

Starting from the assumption that workers who perceive themselves as poor are more sensitive to the support they receive, we postulate that the quality of social solidarity is positively associated with employees' job satisfaction with a high level of subjective poverty (Wang, Wen et al. 2023).

Hypothesis 4c. – Subjective working poverty moderates the relationship between the quality of social solidarity and job satisfaction.

II. Methodology

II.1. Data collection and presentation of the study sample

The study sample includes 376 subjects from a public sector organization in the Islamic Republic of Pakistan. State companies and services offer poor working conditions to their employees, with negative consequences on attitudes and behaviors at work, demotivation, poor professional performance, absenteeism, disengagement or demobilization, antisocial behavior, etc. Matangila Musadila notes that state enterprises and services employees have low salaries and do not enjoy social benefits such as health insurance, care, and family allowances(Brunetto, Farr-Wharton et al. 2023).

Table 1: Summay of the Demographic Characteristics of the Sample

Characteristic	Percentage (%)	Count (n)
Gender		
Men	88%	323
Women	12%	44
Age Group		
26 to 40 years	28.6%	105
41 to 55 years	42.2%	155

Over 55 years	29.2%	107
Professional Seniority		
More than 15 years	47.7%	175
Between 10 and 15 years	17.7%	65
Between 6 and 10 years	16.6%	61
Between 3 and 5 years	11.4%	42
Occupation		
Workers or Technicians	46.3%	170
Employees	33.8%	124
Managers	19.9%	73

The sample consists of 88% men (n = 323) and 12% women (n = 44); 28.6% of subjects aged 26 to 40 years (n = 105), 42.2% of subjects aged 41 to 55 years (n = 155) and 29.2% of subjects over 55 years of age (n = 107). Concerning professional seniority, it turns out that 47.7% of the participants have more than 15 years of professional seniority, 17.7% between 10 and 15 years, 16.6% between 6 and 10 years, and 11.4% between 3 and 5 years. 46.3% of the participants are workers or technicians (n = 170), 33.8% employees (n = 124) and 19.9% managers (n = 73). All the details have been provided in **Table 1**.

III. Results

III.1. Measurement Model

Table 2: Results of the Confirmatory Factor Analysis for Measuring the Quality of Social Solidarity

Fit Index	Value	Interpretation
Chi-Square (χ^2)	17.251	Degrees of Freedom (df): 3
Chi-Square/df ratio (2/df)	5.75	More significant than three
Goodness of Fit Index (GFI)	0.982	Acceptable (above 0.90)
Root Mean Square Residual (RMSEA)	0.051	Acceptable (below 0.08)

The results suggest that the scale for measuring the quality of social solidarity demonstrates an acceptable measurement pattern. The Chi-Square/df ratio being more significant

than three, the high GFI value, and the low RMSEA value all indicate good fit between the proposed model and the observed data.

To evaluate the structure of the scale for measuring the quality of social solidarity, we applied a confirmatory factor analysis using the AMOS. The results indicate that the χ^2/df ratio is more significant than three ($\chi^2: 17.251; df: 3$); the GFI (Goodness of Fit Index) is 0.982, and the RMSEA (Root Mean Square Residual) is 0.051. A GFI above 0.90 and an RMSEA below 0.08 suggest an acceptable measurement pattern (Hoak 2023; Sarea, Raza Rabbani et al. 2023).

III.2. Descriptive Statistics

The descriptive statistics analysis indicates that the internal consistency coefficients turn out, for all the scales, well above the recommended threshold of 0.70. The level of subjective working poverty is relatively high. Respondents perceive organizational support as much weaker than the leader-member relationship quality

III.3. Hypothesis Testing

To test the relationships between the three forms of support retained (perceived organizational support, quality of the leader-member relationship, quality of social solidarity), job satisfaction and affective commitment, as well as the effect of in-work poverty as a moderator of these relationships, we applied two multiple linear regressions using Special Package for Social Sciences (SPSS) software. According to the procedure recommended by Aiken and West, the independent variables and the interaction terms were centered. The three forms of support selected and subjective working poverty was introduced in the first block.

Table 3: Results of Regression Analysis

Model 1	b	sig	b	Sig
Sex	.049.	.358	0.78	.144
Age	.071	.345	.113	.137
Professional seniority	.071	.340	-.034	.651
Model 2				
Perceived organizational	.062	.136	.108*	.031
Leader/Member Exchange Quality	.626**.	.000	.350**	.000
Social solidarity quality	.090*	.024	-.158**	.001
Laborious poverty	-.066	.100	.013	.785
Model 3				
Poverty x perceived organizational	.069	.09		
Poverty x quality exchange	.068	.109		
Poverty x quality solidarity family	-.105* .	.010		

Legend: * $p < 0.05$; ** $p < 0.01$.

The results show, an absence of a relationship between perceived organizational support and job satisfaction and, on the other hand, the presence of a positive relationship between perceived administrative support and affective commitment (β : 0.108). The first hypothesis is partially confirmed. In agreement with hypothesis 2, the leader-member exchange quality is positively associated with satisfaction (β : 0.626) and affective commitment (β : 0.350). Hypothesis 3, which posits a positive relationship between satisfaction with social solidarity and job satisfaction, is not confirmed. Satisfaction with social solidarity is indeed associated with pleasure (β : -.090) but in a negative sense. Also, it is negatively related to affective commitment (β : -.158).

Hypothesis 4 stipulated an interaction effect between perceived organizational support, the quality of the leader/member exchange, the quality of social solidarity, and the level of

working poverty on job satisfaction. The results show that poverty only moderates the relationship between job satisfaction and the quality of social solidarity (β : -. 105).

Table 4: Overview of Hypotheses

Hypothesis	Relationship	Description
1	Positive	Perceived Organizational support is positively related to Job Satisfaction and Affective Commitment to the organization in an Asian context.
2	Positive	The quality of the exchange between the superior and his subordinate is positively associated with job satisfaction and affective organizational commitment in an Asian context.
3	Positive	The quality of Social Solidarity is positively associated with Job Satisfaction in an Asian context.
4a	Moderating	Subjective working poverty moderates the relationship between perceived organizational support and job satisfaction.
4b	Moderating	Subjective working poverty moderates the relationship between the quality of the superior/member relationship and job satisfaction.
4c	Moderating	Subjective working poverty moderates the relationship between the quality of social solidarity and job satisfaction.

Table 5: Results of Regression Analysis

Model	Independent Variables	Dependent Variable	β (Beta)	Significance (p)
Model 1	Sex, Age, Professional Seniority	-	-	-
Model 2	Perceived Organizational Support, Leader/Member Exchange Quality, Social Solidarity Quality, Laborious Poverty	Job Satisfaction	0.062*	0.136
Model 3	Poverty x Perceived Organizational Support, Poverty x Quality Exchange Leader/Member, Poverty x Quality Solidarity Family	Affective Commitment	0.108*	0.031

: * $p < 0.05$; ** $p < 0.01$.

When the level of subjective poverty is low, the quality of social solidarity is positively associated with job satisfaction. In this case, the more workers receive quality social support, the more satisfied they will be. On the other hand, when the worker feels significant poverty, perceived social solidarity is negatively associated with job satisfaction. In this situation, the more workers receive quality social support, the less satisfied they will be (Quick 2023).

IV. Discussion

This research aims to examine whether in an Asian context, perceived organizational support, the quality of leader/member exchanges, and the quality of social solidarity are positively associated with job satisfaction and affective commitment to work—regard to the organization. The moderating role of subjective poverty is also examined (Majeed, Irshad et al. 2023).

On the other hand, contrary to our expectations, the quality of social solidarity is negatively associated with job satisfaction. This result goes against research carried out in a Western context which shows that the quality of social support is associated with job satisfaction. In the specific case of social solidarity, the social solidarity provider is outside the organization and may, therefore, not be considered by the workers as an essential resource for maintaining their satisfaction at work. Additionally, quality social support could help legitimize negative feelings in the workplace, which can, in turn, increase job dissatisfaction. However, the relationships between the quality of social solidarity and job satisfaction are moderated by the level of subjective poverty, but in a different direction than expected. The relationship between job satisfaction and the quality of social solidarity is positive for workers who perceive themselves as better off. At the same time, it harms workers who perceive themselves as poorer. The quality of social solidarity is not considered a more important resource for workers who perceive themselves as inferior. The very nature of social solidarity could explain this result: workers who perceive themselves as better off would play a more significant role in the dynamics of social solidarity, which would increase their satisfaction, including their job satisfaction (Türker and Duyar 2023).

However, it is essential to note that this research also has some limitations. This study is not a longitudinal study. It is, therefore, difficult to establish the direction of the causalities between the variables selected. A second limitation, induced by the composition of our sample, concerns the generalization of the results. The piece comes from a large public sector company located in Pakistan. It would be helpful to carry out the study with other organizations to bring more validity to the research and allow a better generalization of the results. Finally, concerning satisfaction with social solidarity, we have not specified the source of the aid according to the categories of recipients (friends, acquaintances, neighbors, members of the extended family, etc.) and the nature of the support (material, emotional, etc.). It would therefore be interesting to specify the heart of the emotional or material aid to better appreciate the relationship between the quality of social solidarity and job satisfaction (Brunetto, Farr-Wharton et al. 2023).

This research is the first step in understanding the links between three dissimilar methods of sustenance, job satisfaction, and affective organizational commitment in an Asian context. It raises critical questions for Asian organizations, including what type of support can govern job satisfaction and organizational commitment. In a cultural context marked by collectivist values and a substantial distance from power, the quality of the subordinate-superior relationship is the support most strongly associated with job satisfaction and organizational commitment. Proximal

support, such as the quality of the member-employee relationship, is more strongly related to positive work attitudes than more distal support, such as organizational support. It is crucial to make managers aware of the importance of supporting their staff. Managers should also try to increase the quality of their relationship with subordinates by organizing training to develop this quality of relationship (Ishak, Naqshbandi et al. 2023).

References

Barbosa, M. M., L. Teixeira, et al. (2023). "Adaptation and validation of the Person-centered Care Assessment Tool (P-CAT) to the Portuguese population." International Journal of Older People Nursing: e12522.

Bednar, J. (2023). "Governance for Human Social Flourishing." Dædalus **152**(1): 31-45.

Brunetto, Y., B. Farr-Wharton, et al. (2023). "Managing emotional labour: the importance of organisational support for managing police officers in England and Italy." The International Journal of Human Resource Management **34**(4): 832-854.

Gomes, J. F., A. Sabino, et al. (2023). "The Effect of Green Human Resources Management Practices on Employees' Affective Commitment and Work Engagement: The Moderating Role of Employees' Biospheric Value." Sustainability **15**(3): 2190.

Hoak, G. (2023). "Unprecedented Times in Journalism: Emotional Stress and Covering the COVID-19 Pandemic." Journalism Studies: 1-18.

Ishak, N. A., M. M. Naqshbandi, et al. (2023). "The role of organisational commitment and leader-member exchange in knowledge application during the COVID-19 pandemic." VINE Journal of Information and Knowledge Management Systems **53**(2): 248-270.

Kinsella, E. L., O. T. Muldoon, et al. (2023). "In it together?: Exploring solidarity with frontline workers in the United Kingdom and Ireland during COVID-19." British Journal of Social Psychology **62**(1): 241-263.

Majeed, M., M. Irshad, et al. (2023). "The Impact of Team Mindfulness on Project Team Performance: The Moderating Role of Effective Team Leadership." Project Management Journal: 87569728221140807.

Quick, K. M. (2023). "Helping the helpers: the role of organizational support and peer influence on police officer receptivity to employee assistance programs." Policing: An International Journal(ahead-of-print).

Sarea, A., M. Raza Rabbani, et al. (2023). "Donors' attitude towards fundraising efforts in UAE during COVID-19 pandemic: the moderating role of ethics." Journal of Islamic Accounting and Business Research **14**(2): 249-266.

Türker, K. and İ. Duyar (2023). "The Influence of Perceived Organizational Support on Teachers' Job Satisfaction: The Mediating Roles of Climate for Initiative and Climate for Psychological Safety." Participatory Educational Research **10**(2): 156-173.

Wang, X., X. Wen, et al. (2023). "Leader Apology in the Employee–Organization Relationship: The Roles of Subordinate Power Distance Belief and Leader Competence." Tourism Management **96**: 104694.

Wijaya, I. M. S. and F. Silitonga (2023). "THE ROLE OF LEADERSHIP, ORGANIZATIONAL CULTURE, COMPETENCE AND MOTIVATION TOWARD EMPLOYEE COMMITMENT AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE IN PT TELKOM HEAD OFFICE." JURNAL CAFETARIA **4**(1): 185-199.