

# Supervisory Support on the Organizational Commitment: Role of Power Distance in the Manufacturing Sector of Pakistan

Syed Hamza Rabbani

Department of Business Administration, Allama Iqbal Open University, Islamabad

Javed Akram

Department of Business Administration, Government College University, Faisalabad, Pakistan

Gohar Habib

Visiting Lecture, Department of Industrial Management, Government College University, Faisalabad, Pakistan

Nazish Sohail

Department of Business Administration, Government College University, Faisalabad, Pakistan

## Abstract

Supervisor's support for the employees is an important factor which ensures employee retention. A good supervisor enables employees to achieve their personal as well as organizational goals. Supervisors are the front side of the organization. The purpose of this investigation was to find out the impact of supervisory support on organizational commitment in the presence of power distance. The data was collected from the manufacturing sector. A sum of 500 questionnaires were distributed and among them 395 were returned back. 340 out of 395 were correctly filled and were considered for analysis. Reliability scores against each variable were calculated which were in acceptable range. Descriptive and inferential statistics have been used to investigate the impact of supervisory support on organizational commitment under mediating effect of power distance. Limitations and future directions are also discussed.

**Keywords:** Supervisory support, Power distance, Organizational commitment, Descriptive statistics, inferential statistics

## Introduction

Supervisor's support for the employees is crucial factor which ensures employee retention. It can be argued that supervisors are the "human face" of the organization. A good supervisor enables employees to achieve their personal as well as organizational goals. Supervisors are front side of the organization. Further employees leave the supervisors not their organization or jobs. Asmed, (2006) argued that employees can perform very well if the relationships between themselves and their employer are better. Supervisor should provide their support employees because mostly "People Don't Leave Organization, People Leave Managers" (Jim Collins). Most of the employee likes to work in an organization with amusing operational surroundings. Eisenberger and associates (2001), argued that worker's view about the employer and business is powerfully prejudiced by affiliation on with their supervisor. In an organization if supervisors try to provide a support to individuals then they are not as much expected to depart an organization and their commitment level increases (Greenhaus, 1987). Studies have showed that support from supervisor has a positive link with feelings of employees' OC (Aryee & Chay, 1992). This intention to stay with the organization can vary between the effectively supervised employees & others. Supervisory support also have an impact on continuous commitment as argued by Meyer & Allen, (1997) that losing the personal relationship by leaving job is also perceived as cost by the individuals.

Career-related mentoring support is considered more relevant to objective organizational outcomes like promotion & compensation than psychosocial supervisor support (Allen et al., 2004). It can be argued that career-related supervisory support facilitates organizational commitment more than psychosocial supports mentioned by Scandura, (1997) that career-related supervisory support fosters career growth which can cause to increase the affective commitment level of individuals. According to Freyermuth (2007), organization should prepare supervisors to erect workplace, where employees wish for a long term stay, provided that each level of performance and prospects can improve their competence to work. Meyer & Allen, (1997) argued organizational commitment indicates individuals behavior to stay or not with the organizations. So organization can help to determine the relationship between supervisor support and turnover behavior. Affective & continuance commitment have been found related with turnover intentions (Meyer et al., 2001). Organizations can made arrangements to ensure the individuals that they are valuable for the organizations. Supervisors are the only source which can communicate this message to the employees by supporting them with training and guidance.

Selection of right employee for the right job and its retention has always been a fundamental role in the organizational stratagem. Organizations try to keep the talented and skilled workers with them in order to accomplish the goals. Employee retention is the prime focus of HR Department in organizations. Human

Resource Departments in order to retain the required staff formulates and implement various policies in the organizations. These policies vary in nature & scope and consider different factors which help to retain the obligatory workforce. As Raudenbush & Bryk, (2002) argued that withholding is vital element for any business, while it has nested connection inside, and it is a part of peripheral surroundings. Cole, (2000) recommended that workers continue with organizations if they have feeling of self- importance and hence they are long committed and can contribute to the maximum level. The motives behind this long term commitment with the organization are operational surroundings.

Considering the needs and expectations from the workforce, it is now significant that encouraging retention plans should be made. All the activities from recruitment to selection and training to development will be useless if organization does not have a proper retention strategy (Earle, 2003). Retaining a good employee is one of the most crucial issue for an organization. Employee retention depends upon wide range of aspects and can boost the desire of workers to stay with the organization for long term. If these factors are not handled properly, they can lead towards high turnover. These factors can be categorized as external and internal factors. These external and internal factors can cause the rate of retention. Raudenbush & Bryk (2002) concluded that important element for the survival of organizations is retention. Previous studies indicated that for the well function of employee retentions many factors like work environment and work-life balance play their role (Cappelli, 2000).

Cole, (2000) argued that individuals prefer to work with those organizations which value them by providing better work place atmosphere, incentives, escalation and improvement in work-life balance. Individuals vary according to their nature and have different needs. Different strategies are required to satisfy the needs of individuals. Human Resource Department has to meet with this issue. Satisfying the requirements of the folks is obligatory for the organizations to retain the capable manpower attached with it. Further organizations sustain a financial cost in order to replace the employees. Management historians Abraham Maslow, Frederick Herzberg and many other have intimated that individual's needs are required to be met in order to motivate and satisfy the individuals.

Jim Collins, author of 'Built to Last and Good to Great' enlighten the first reason to accomplishment is undoubtedly people. You have to find the accurate people first. Low retention rate shows that organizations are not good in handling the employees which is an indicator of problem in the policies. Various researchers analyzed that retaining employees is considered as a key approach to attain fiscal victory. Many approaches are being utilized by the organizations to retain employees with them. These approaches include offering incentives to the employees, providing better working conditions, creating value, balancing work-life and providing career development opportunities.

Organizational culture play very crucial rule in the retention of employees. Culture of organizations is major factor which affects relationship between OC and job performance. Overall impact of organizational values on retention is very strong as compared with the combined effect of other factors like labor market & demographic features of employees. Selecting and retaining talented employees is the key success factor for the progress of any organization. Talented individuals continue to develop skills and add their value to the organization. Organizational commitment is considered one of the most important factors of retention. Providing promotions and allied opportunities to them, empowering them in plans and decisions making.

Saks and Ashforth (1997) proposed their model of the organizational socialization process and socialization factors. According to this model socialization factors play a vital role in creating stable membership in organizations (retention) as well as organizational commitment. Lankau and Scandura, (2002) stated that supervisory support was negatively related to turn over four years later. More researchers have examined and found support for a negative relationship between supervisory support and turnover intentions (Viator & Scandura, 1991). Further Lankau and Scandura, (2002) suggested that supervisory support have an impact on work attitudes of individuals which can lead to turnover.

Perceived organizational support & organizational commitment are conceptually independent. In literature several investigators have proved that organizational commitment & perceived organizational support are different concepts. Eisenberger et al., (1990) supported this argument that the organizational commitment differ from the support that employees perceived about their organization. Becker (1992), empirically tested that employee consider commitment as a multiple foci phenomenon. Employee's commitment depends upon their relationship with company, department, union, or team. Supervisors can build team to enhance the effectiveness of the organizations. Team work is the topic of special interest in organizations now days. Many researchers argued that teams are vital element of an organization (Cohen & Bailey, 1997). Organizations and teams constitute members and these members perceive that will be supported by teams and organizations.

Social exchange theory is the base of the OC and support. From the investigation of literature it has been found that commitment and support are linked with social exchange theory. This theory has been considered an essential component of research for organizational commitment and support (Shore & Tettrick, 1991). When employees perceive that organizations or teams value them and conscious about their wellbeing then they tend to behave in a reasonable manners and show their commitment with the organization. Concept of OC has gained

the attention many researchers in the past (Meyer & Allen, 1997).

On the basis of social exchange theory employees can distinguish between their commitment for the organization (Organizational commitment) & employer's commitment for the employees (Perceived organizational support). Bishop et al., (2000) showed that team commitment can be distinguished from perceived organizational support. Van Maanen & Schein, (1979) argued that individuals desired to be part of an organization can be increased by the process of organizational socialization. Increased supervisory support can be used a tool for employee's socialization into an organization. This process will enable employees to mend their attitudes, behaviors, and skills required to become a member of an organization. It starts from the joining of employee to length of his full career until he quits from the organization. One major factor for socialization is well communication of organizational goals to the employees and then adoption of these goals and values by the employees. Employees which accept the organizational goals have higher level of affective commitment.

Similarly social exchange theory (Blau, 1964), also explains that people measure the worth of relationships as how much they receive from their partners. So if the level of benefits increases the worth of relationship also increases and vice versa. In a supervisory support employees may perceive more material benefits. Individuals perceive these benefits as an investment in the organization and are reluctant to lose these benefits. This can lead to generate higher level of continuous commitment. Bateman & Strasser, (1984) argued that if the organizational commitment increases it brings positive changes in the behaviors of individuals. Cohen, (1993) argued that OC and turnover are both dynamic concepts. Allen & Meyer (1990) argued that intention to attach with the organizations is negative indicator of turnover.

Affective commitment is based on the positive feelings of employees to stay with the organization. Continuance commitment is based on the individual's perception regarding cost of leaving the organization. Normative commitment is related with individual's feelings or moral obligation to be attached with the organization (Meyer & Allen, 1991).

In the literature OC has been investigated whole or in three components, affective, continuous and normative. Many researchers have argued that general concepts of OC may be better understood when they are considered as a set of commitments. Commitment of individuals with the organization can be the outcome of many commitments like, commitment with management, bosses, and coworkers. This attachment also depends upon the individual's goals. Becker and Billings, (1993) categorized the individuals on the basis of commitment with organizational level. This categorization was based on commitment with high level of organization (top management) and commitment with low level of organization (coworkers, supervisors). By combining the above commitment components individuals further can be categorized in four segments. Individuals who have low commitment with their coworkers, supervisor and top management comes under the category of uncommitted people. Individuals who are highly committed with their supervisors, coworkers and management are called committed people. Partial commitment individuals are those which are committed with lower level of management and coworkers but not with the top management. The last one is called general committed or global commitment individuals which show their commitment with the top management but not with lower level management and their coworkers. Organizational commitment brings positive behaviors in the individuals. Even the individual who is at bottom level of organization and could do nothing for the betterment of an organization but he defends the organization against external criticisms.

Demands from workers have been increased comparing past and they are at the peak levels. They are not only asking for more wages but also looking for other benefits. In order to attract valuable employees it is not essential that one should offer up to the mark work environment. Economy in Pakistan is under stress due to energy crises from few past years. This energy crisis has put the various industrial sectors in trouble. Organizations are struggling to minimize their costs and adopting measures to increase the profits. Retaining the talented employees and creating organizational commitment is challenge organizations facing now a days. This economic depression due to power crises has forced many organizations to initiate downsizing in order to decrease operational costs. This threat of job security ultimately have impact on motivational and satisfaction level of individuals. Individuals are now more concern about their jobs as well as organizations are focusing strategies to retain the talented and skilled manpower by creating job commitment. Under economic depressions organizations can follow various programs to motivate the employees, like introducing non-financial rewards as well as increasing supervisor support to motivate the employees.

This study was planned out to investigate the relationship between supervisory support and various components of organizational commitment; it was also part of investigation to test the mediating role of power distance between the relationship of supervisory support and organizational commitment.

Present study is an attempt to explore the nature and direction of relationships between the supervisory support and various component of organizational commitment. Further the mediating impact of power distance as mediator has not been tested between the relationship of supervisory support and organizational commitment. Further the relationship of supervisory support with various component or organizational commitment such as

affective, continuance and normative commitment has not been investigated earlier. In addition to this the mediating role of power distance between the relationship of supervisory support and various component of organizational commitment has not been tested before this. Additionally this research will help the help the managers to employee supervisor support in a very good way to increase the commitment level of the individuals at workplace. Higher level of commitment will enable the employees to be loyal with their employer. This will cut down turnover rate of organizations. Organizations will be able to cut down their costs occurring against the turnover

## Review of Literature

Different researchers have defined commitment in different dimensions. These dimensions can be given as under as cited in Dockel, et al; (2006). "Commitment comes into being when a person, by making a side bet links extraneous interests with a consistent line of activity (Becker, 1992). A state of being in which an individual becomes bound by his actions and through these actions to belief that sustain the activities of his own involvement (Salancik, 1977)". According to Moday et al., (1979) OC refer to the potency of one's credentials in an organization. It can also be narrated as one's strong confidence and acceptance towards the organizational mission and goal and he/she always try best to add up the reasonable efforts on the part of organization and like to always remain the part of that particular organization. Poznanski and Bline, (1997) argued that organizational commitment and job satisfaction are the antecedents of intention to quite the job.

In contrast to the exchange-based conception of commitment, the psychological approach as originally conceived by Porter and Smith (1970) considered commitment as one of the positive attitude towards the employer. Sheldon (1974) defined commitment as "an approach or a direction towards the organization that links or fasten the uniqueness of the person to the business". Northcraft and Neale, (1996) stated that organizational commitment reflects feelings of employees regarding their loyalty with the organization. Organizational commitment is "the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization" (Robbins, 1998). Bateman and Strasser (1984) mentioned in their research that OC is multidimensional generically. These dimensions can be loyalty with the organization, willingness to impart additional efforts and desire to be part of organization.

Buchanan (1974) presented it as three dimensional situations consisting of recognition of the targets and norms of the business, the goals and values of the organization, work performance participation at the peak and a faithful affection with the company. Similarly, Porter et al. (1974) saw commitment to engage internally in the organizations' norms, keeping in view the organization targets putting maximum efforts to attain, with a positive attitude towards the team building within it. According to Hall et al. (1970) "The process by which the goals of the organization and those of the individual become increasingly integrated or congruent" is commitment.

Oosthuizen, (2001) argued that in order to achieve high targets or to attain maximum efficiency from the workforce, supervisors needs to keep motivating the people engaged in the different activities. La Motta (1995) is also having the same opinion that performance is not only due to ability to work but it is because of motivation. Capability devised through knowledge, tools, guidance, and practice help in easing the task. Researchers have categorized this impact on the basis of two cultural dimensions. Individualism and collectivism based cultures. Employees having collective approach make commitment on the basis of morality and duty, whereas the employees of individualist approach show commitment on the basis of calculative reasoning (Hofstede, 1991).

Hofstede, (1991) argued that employees in the high distance cultures are dependent on their supervisors. Bochner & Hesketh (1994) intimated that power distance shows that the relationship is like Theory X type where the Power distance is high. In the perspective of organizational behavior the concept of organizational commitment has been investigated in depth. This investigation has been made in theoretical perspective. For instance an investigation made by Mowday et al; (1982) concluded that organizational commitment is related to job performance and low turnover. Further organizational commitment is also related with the motivation and job involvement.

Chew and Putti, (1995) argued that employees in high power culture show normative commitment. Bochner & Hesketh (1994) argued employees having higher level of collective approach have a higher level of moral with the organization as compared with the individualistic approach employees Further collectivist approach employees have a stronger attachment with the staff. In the high power cultures individuals tend to behave in formal manners. They follow the titles to address powerful. They also follow the dress codes. In contrast to this in low power cultures individuals and their superiors behave in informal way. Individuals are valued by the bosses/supervisors and superior listen them.

In the individualistic culture individuals prefer their needs instead of group needs. They don't consider group welfare important and priorities their own needs. In individualistic culture employees don't care that organization is worried about them. So it can be concluded that in individualistic cultures individuals prefer their personal goals in collectivist societies individuals prefer group based achievement.

Placing a high value on commitment to an employer brings to mind a broader concept- collectivist



orientation. An individual's collectivist orientation reflects how highly he/she values being loyal to a social group (that he/she deems to be an in-group), working hard for group goals, and sacrificing personal benefits for group interests (Triandis, 2000).

Few studies published tested the relationship between individuals' collectivist orientation and their affective OC. Clugston et. al; (2000) examined the effects of different cultural factors (including collectivist orientation) in predicting multiple bases and foci of commitment (including organizational commitment). As per findings of Hofstede (1991) an individualist culture assumes regarding individuals that they are only concerned with their own needs or the needs of their family members. On the other hand collectivist culture assumes that individuals are a part of group and these groups try to protect the interest of individuals and expecting more loyalty on their part. Within a culture, different individuals may have different degrees of collectivist versus individualist orientations (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). This paper focuses on collectivist orientation at the individual level. However, we recognize that the culture difference in collectivist versus individualist orientation affects development of collectivist orientation of individuals within a culture by means of pressure from social norms as well as control of social information processing during the socialization process.

It can be expected that more people have collectivist orientation in a collectivist culture, while more people have individualist orientation in an individualist culture. This is part of the reason why we proceeded with our study in a country with collectivist culture, because the only other known study on this topic was conducted in a country with individualist culture. Affective organizational commitment happens (1) when the individual's identity is linked to the organization; (2) when the individual's values or goals are congruent with those of the organization, and (3) when the individual believes commitment to the organization may bring rewards or payment from the organization. We believe these three conditions are more likely to occur among collectivists than among individualists. Thus, compared to individualists, collectivists are more likely to develop affective organizational commitment.

First of all, collectivists are more likely to identify themselves with organizational membership due to the approach they take to construct self-identity. According to social identity theorists (Tajfel, 1982). Self-identity is a composite of personal identity and social identity. Personal identity is built upon individuals' traits, preferences and attitudes. Social identity is derived from individuals' membership in a certain social group as well as the values and emotional significance attached to that group. Individualists are believed to be more conscious of personal identity, which is the predominant regulator of their behaviors. Whereas collectivists have their self-concept mainly built on their social identities in terms of social relationships to specific others (Markus & Kitayama, 1991). An employment organization is an important social group to an individual. Membership in an organization, thus, is an important source of social identity and ultimately an important source of self-identity of a collectivist.

The second precondition of affective organizational commitment is a congruence of personal beliefs, values and goals and organizational beliefs, values, and goals. Organizational beliefs and values and goals are not only those that are held by individuals before they join the organization, but also those that are adopted by individuals after they join the organization. Unlike individualists who think of self as the unit of analysis, collectivists tend to treat the group as the unit of analysis. They tend to accept group belief as truth and values as certainty (Triandis et al., 1990).

Group values, norms and goals are more salient to collectivists and structure more of their personal beliefs, emotions, and behaviors. It can be expected that within an organizational context, collectivists are more likely to adopt organizational values and goals which eventually will contribute to development of their affective commitment to the organization. Collectivists see a much closer link between personal interests and collective interests than individualists. The high input by collectivists to a group was found to be strongly related to their high expectations for output (rewards) from the group. In other words, collectivists are more likely to recognize an exchange relationship between themselves and the group, whereby they input commitment and effort and expect rewards in return. The logic of collectivists obviously complies with the third precondition of affective organizational commitment a belief that organizational commitment can bring rewards from the organization.

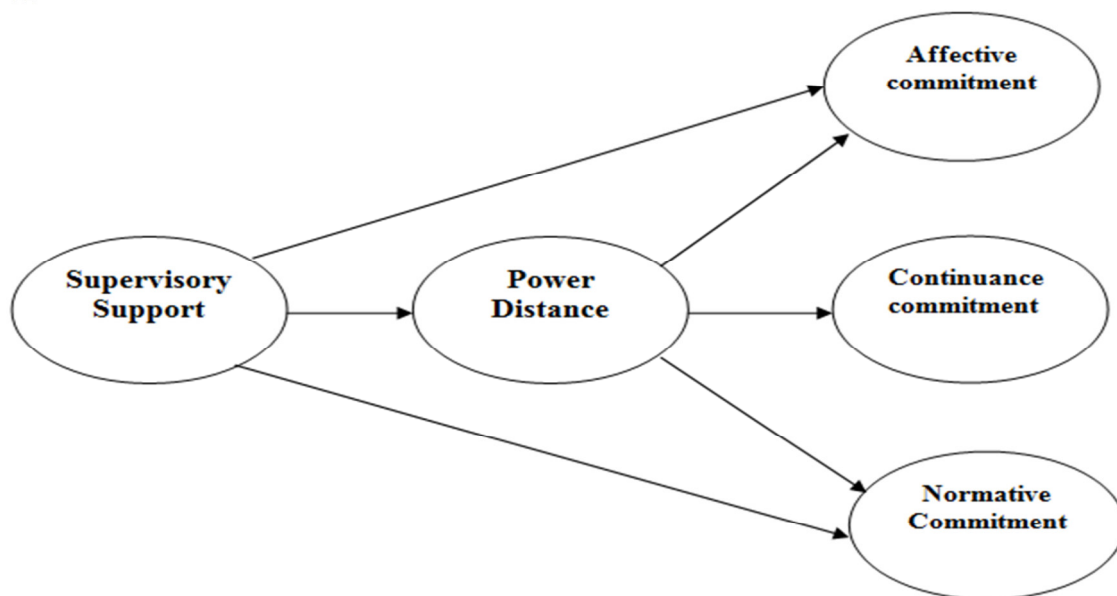
Upward trend is the peculiar feature of individualistic culture. Individuals try best at their own level to contribute for the betterment of the organization and in this way they excel. They do not rely on their mates and contribute their individual effort. Whereas in the collectivistic culture individuals rely on other members of group. Due to this dependency they lack the upward mobility. Researchers have argued that human resource management policies have impact on the feelings of individuals regarding fairness of procedures. This feeling of procedural justice in the employees originates from their time of selection. When employees are selected on the basis of selection criteria then they can perceive that organization is fair in dealing. (Gilliand, 1993).

Korsgaard and Roberson (1995), argued that feelings of perceived organizational justice can be increased by providing opportunity to the individuals in decisions. This will ensure them that organization is fair in making decisions. Involving individuals in decision making helps them to increase their perception regarding fairness in dealings. On the basis of this fairness individuals will perceive that organization cares about them (Brockner,

2002). Researchers have intimated that age also has a positive impact on the organizational commitment (Hrebiniak & Alutto, 1972 ).The impact of age has been found more consistent with the organizational commitment. Previous studies have proved that organizational commitment is also related with the persona characteristics of individuals.

Steers (1977) argued that factors of organizational commitment can be categorized as personal features of individuals, role-related features, and service experience. Khatri Fern et al.,(2001) argued that high power cultures with collectivistic approach always impart considerable attention to selection process and socio-political connections. Further they also follow the hard criteria for selection such as knowledge, competencies & abilities. Under the individualistic cultures everyone behave for himself or herself. They sets the priorities as per their own demands or on the basis of their family concerns. On the other hand collectivism relates to societies where individuals are connected with each other and they prefer their mutual interest and always try to protect the group welfare. Morosini Shane et al., (1998) intimated that in high individualistic cultures tendency towards creativity is high and in collectivism based societies, individuals depends upon the social group so innovation is less as compared with the individualistic societies. In the collectivistic cultures decisions are made on the basis of collective approach keeping in view the concerns of all members of the group. Mowday et al; (1982) argued that higher level of organizational commitment can be considered as a best source or reason for increasing the employee performance. This employee performance can lead towards enhanced level of organizational performance. As per Chakrabarty et al; (2008) “perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done.

### Hypothetical framework



### Hypothesis

H1= Supervisory Support is positively associated with the affective component of OC.

H2= Cultural dimension of Power distance mediates the relationship of supervisory support and affective commitment.

H3= Supervisory Support is linked positively with continuance component of organizational commitment.

H4= Cultural dimension of Power distance mediates the relationship of supervisory support and continuance commitment.

H5= Supervisory Support is positively associated with the normative component of OC.

H6= Power distance mediates the relationship between Supervisory support and normative commitment.

### Material and methods

Quantitative research technique is a good tool to represent individual objects, events and process. With the help of quantitative measures a broad and general comparison becomes so easy. Population is composed of smallest units. Each individual unit is called sample and sampling is the way to choose sample from the population. “Sample is a small and enough portion of population to gather data. On the other hand population is a group against which the results concluded on the basis of sample are employed (Fraenkel and Wallen, 2003)”. Here it can be concluded that sampling is fundamental step in research. Population of this study was employees of

manufacturing sector. All level employees were selected to record the responses. Name of industries have been kept undisclosed due to the confidentiality concerns. The most appropriate sampling for this study is convenience sampling because in this technique the data collector has the choice of selecting people who are easily available and reachable conveniently. Questionnaires were distributed among the 500 employees with the permission of HR Managers. From the total 500 distributed questionnaires total 395 were received back. The incomplete and partially filled questionnaires were separated and discarded. After that 340 were left at the end with 68 % response rate.

#### **Research Instrument/tools**

Respondents were asked to report their responses on a five point (1-5) likert scale. In order to avoid monotonic responses negative questions were also the part of instrument used in this study. The instrument comprises upon following portions.

#### **Biographical/Personal information.**

Biographical data of the respondents was obtained to authenticate the results. This biographical data covered the information regarding department, gender, qualification/education, average age group, job level and total duration of service in the present organization.

#### **Supervisory Support**

In the literature different scales have been used to measure the supervisory support. For this study supervisory relationship questionnaire developed by Marina Palomo, (2004) was used.

#### **Power Distance**

Dorfman and Howell's (1988) cultural scale was used to measure the mediating role of power distance.

#### **Organizational Commitment**

Allen and Meyer, (1991) 3 dimensional questionnaire was adopted to measure the organizational commitment.

#### **Data Analysis**

Data for this study has been analyzed by using statistical package for social sciences (SPSS 20) software as well as MS Excel. All the questionnaires were fed Excel and after that data was shifted in SPSS to analyze. Both types of statistical analysis i.e Descriptive & inferential statistics have been used in this study to explore the relationship between the independent and dependent variable as well as to find out the mediating impact of power distance as mediating variable. The type of statistical technique which is used to represent the data in a meaning full way is called descriptive statistics. The basic purpose of the descriptive statistics is to present the large data in a presentable manners. Cause and effect relationship between supervisory support and organizational commitment was tested with the help of multiple regression analysis. To test the mediating relationship of power distance between the supervisory support and organizational commitment hierarchical regression analysis was used. Before collection of data permission was obtained from the respective HR departments of each organization. After proper approval from the HR Department questionnaires were distributed.

Demographic Data		
Description	Frequency	Percent
<b>Gender</b>		
Male	273	83%
Female	55	17%
<b>Qualification</b>		
Intermediate	37	11%
Graduation	179	55%
Master	112	34%
<b>Age (years)</b>		
20-25	91	27%
26-30	142	41%
31-35	85	25%
36-40	22	7%
<b>Designation</b>		
HR	47	14%
Technical	86	25%
Support	39	11%
Finance & Accounts	42	12%
Other	84	25%
Marketing & Sales	42	13%
<b>Managerial level</b>		
Worker	47	14%
Supervisor	157	46%
Manager	121	36%
Senior Manager	15	4%

**Table 4.2. Mean standard deviation and correlation**

	Mean	S.D	Correlations				
			Supervisory Support	Affective Commitment	Continuous Commitment	Normative Commitment	Power Distance
Supervisory Support	3.27	0.80	(0.66)				
Affective Commitment	3.41	0.68	.664**	(0.81)			
Continuous Commitment	3.16	0.80	.727**	.749**	(0.62)		
Normative Commitment	3.19	0.90	.257**	.467**	.382**	(0.69)	
Power Distance	2.38	0.63	-.189**	-.143**	-.263**	-.156**	(0.88)

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Note: Values in the parenthesis are reliability statistics

Value and symbol of correlation shows the nature and direction of relationship among the variables. The value of correlation ranges from -1 to +1. The extreme value of the correlation shows higher level of relationship among variables whereas zero value shows no correlation. Here all the correlations have been found significant with p value less than 0.05. Positive correlation has been found among supervisory support, affective commitment, continuous commitment and normative commitment. Whereas negative correlation have been found among independent and mediating variable and between mediating variable and all the dependent variables.

**Relationship of supervisory support and affective commitment under the mediating role of power distance.**

Model-1 shows 44 % of variation in affective commitment when supervisory support was predictor. Second model shows 43 % of variation in affective commitment under the mediating impact of power distance. In the presence of power distance as mediating variable the value of Adjusted R-Squared has been decreased from .44 to .43. This shows that independent variable alone was explaining 44 % of variation in the dependent variable and in the presence of mediating variable the % age of variation reduced to 43 %. Here the value of Adjusted



R-Squared has not been improved.

	Variables	Model 1	Model 2
<b>Predictor</b>			
	<b>Supervisory Support</b>	0.563* (0.034)	0.560* (0.035)
<b>Mediator</b>			
	<b>Power Distance</b>		-0.019(0.045)
<b>Adjusted R<sup>2</sup></b>		0.440	0.430
<b>Overall Model F</b>		267.075	133.311

Dependent variable: Affective Commitment

\*: significant at 5 %

From the second model it is clear that the value of beta against supervisory support has been decreased from .563 to .560 and the significant level remained the same but the coefficient of power distance was not significant. Value of beta i.e  $\beta=0.560$  predicts impact of supervisory support in the presence of power distance on the affective commitment. From the above figures/tables it is clear that the impact of power distance on affective commitment remained insignificant which implies to the statement of no mediation. Simply here the mediating role of power distance between the relationship of supervisory support and affective commitment has not been proved, hence H1 is accepted and H2 is rejected.

#### Relationship of supervisory support and continuous commitment under the mediating role of power distance.

	Variables	Model 1	Model 2
<b>Predictor</b>			
	<b>Supervisory Support</b>	0.725* (0.037)	0.700* (0.037)
<b>Mediator</b>			
	<b>Power Distance</b>		-0.166*(0.047)
<b>Adjusted R<sup>2</sup></b>		0.520	0.540
<b>Overall Model F</b>		379.419	202.151

Dependent variable: continuous Commitment

\*: significant at 5 %

Model-1 in the model summary table shows 52 % of variation in continuous commitment when supervisory support was predictor. Second model shows 54 % of variation in continuous commitment under the mediating impact of power distance. In the presence of power distance as mediating variable the value of Adjusted R-Squared has been improved from .53 to .54. This shows that independent variable alone was explaining 52 % of variation in the dependent variable and in the presence of mediating variable the % age of variation increased to 54 %. The output under ANNOVA table gives information regarding Total Sum of Square, Regression Sum of Square and Residual Sum of Square, F statistics and significant value. The overall fitness of both models is good i.e  $P<0.000$ . The table under "Coefficients" heading provides information regarding the Intercept, slope of regression line, t-statistics and p values. From the second model it is clear that the value of beta against supervisory support has been decreased from .563 to .560 and the significant level remained the same. Further the significance level against mediating variable and independent variable remained significant. From the above figures/tables it is clear that the impact of power distance on continuous commitment remained significant which implies to the statement of partial mediation. Simply here the mediating role of power distance between the relationship of supervisory support and continuous commitment has not proved, hence H3 and H4 are accepted

#### Relationship of supervisory support and normative commitment under the mediating role of power distance.

	Variables	Model 1	Model 2
<b>Predictor</b>			
	<b>Supervisory Support</b>	0.289* (0.059)	0.265* (0.060)
<b>Mediator</b>			
	<b>Power Distance</b>		-0.159*(0.076)
<b>Adjusted R<sup>2</sup></b>		0.063	0.072
<b>Overall Model F</b>		23.832	14.220

Dependent variable: Normative Commitment

Model-1 in the model summary table shows 6% of variation in normative commitment when supervisory support was predictor. Second model shows 7 % of variation in normative commitment under the mediating impact of power distance. In the presence of power distance as mediating variable the value of Adjusted R-Squared has been improved from .06 to 0.07. This shows that independent variable alone was explaining 6 % of

variation in the dependent variable and in the presence of mediating variable the % age of variation increased to 7 %. The output under ANNOVA table gives information regarding Total Sum of Square, Regression Sum of Square and Residual Sum of Square, F statistics and significant value. The overall fitness of both models is good i.e  $P < 0.000$ . The table under “Coefficients” heading provides information regarding the Intercept, slope of regression line, t-statistics and p values. From the second model it is clear that the value of beta against supervisory support has been decreased from .289 to .265 and the significant level remained the same. Further the significance level against mediating variable and independent variable remained significant.

From the above figures/tables it is clear that the impact of power distance on normative commitment remained significant which implies to the statement of partial mediation. Simply here the mediating role of power distance between the relationship of supervisory support and normative commitment has not proved, hence H6 accepted.

## Discussion

This study has made an attempt to explore the relationships between supervisor support and three dimensions of organizational commitment (Affective, continuous and normative). Further this investigation also explored the mediating impact of power distance between the relationship of supervisory support and three dimensions of organizational commitment. Total 6 hypotheses were formulated and out of which 5 number hypotheses have been accepted and one hypothesis has been rejected. Empirical findings of this study showed that supervisory support is positively related with all the three dimensions of organizational commitment. However the impact of supervisory support on normative commitment was very minute, i.e total 6 % variation in normative commitment was recorded against supervisory support (Eisenberger et al., (1990); Becker (1992); Cohen & Bailey, (1997); Sundstrom, De Meuse, & Futrell, (1990); Masterson, Lewis, Goldman, & Taylor, (2000); Shore & Tetrick, (1991); Bishop et al., (2000). Similarly the mediating role of power distance between the relationship of supervisory support and continuous commitment was not found. This may be due to the reason that when employees are in the continuous commitment then they are just with the organization keeping in view the associated costs and to them supervisory support does not matter. Findings of this investigation are in connection with the already conducted researches such as Allen et al., (2004); Scandura's (1997); Freyermuth, (2007); Otis and Pelletier, (2005); Meyer & Allen, (1991); Meyer et al., (2001); Raudenbush & Bryk, (2002); Cole, (2000); Saks and Ashforth (1997); Lankau and Scandura, (2002); Viator & Scandura, (1991); Lankau and Scandura, (2002); Van Maanen & Schein, (1979); Griggeth et al., (2000) and Bateman & Strasser, (1984).

## Theoretical and Managerial Implication:

Findings of this investigation showed that there is positive relationship between supervisory support as independent variable and three dimensions of organizational commitment i.e affective commitment, continuous commitment and normative commitment. Further mediating effect of power distance between supervisory support and three dimensions of organizational commitment has also been proved except the continuous commitment. Relations in this manner have not been tested before and this research has made a literature contribution. Further this investigation has made contextual contribution. The findings of this study show that organizations can use their supervisors in order to increase the commitment level of their employees. This higher level of commitment can help organizations to reduce the turnover and ultimately reducing the turnover costs. Results also showed that supervisory support is accounted for more than 50 % change in affective commitment, the dimension of organizational commitment which is very strong and bonds the employees to remain with the organization. So according to the managerial point of view organizations can shape their supervisors behavior to reduce the employee turnover.

## Limitation & Suggestion for future research

This investigation has also limitations. The first limitation is associated with cost and time. The sample size was small and only one explanatory variable has been explored. In future studies with large sample size and with different combinations of variables may be conducted to explore the findings in depth.

## References

- Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*.
- Allen, N. J. & Meyer, J. P. (1993). Organizational commitment: Evidence of career stage effects? *Journal of Business Research*.
- Allen, T. D., Eby, L. T., Poteet, M. L., Lentz, E., & Lima, L. (2004). Career benefits associated with mentoring for proteges: a meta-analysis. *Journal of applied psychology*, 89(1), 127.
- Aryee, S., & Tan, K. (1992). Antecedents and outcomes of career commitment. *Journal of Vocational Behavior*, 40(3), 288-305.

- Asmed.(2006). Motivating by creating working environment. Retrieved April 2009  
<http://www.business.gov.vn/advice.aspx?id=215&LangType=1033>
- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative science quarterly*, 1-14.
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative science quarterly*, 533-546.
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of management journal*, 27(1), 95-112.
- Brockner, J. (2002). Making sense of procedural fairness: How high procedural fairness can reduce or heighten the influence of outcome favorability. *Academy of management review*, 27(1), 58-76.
- Bochner, S., & Hesketh, B. (1994). Power distance, individualism/collectivism, and job-related attitudes in a culturally diverse work group. *Journal of cross-cultural psychology*, 25(2), 233-257.
- Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*.
- Becker, T. E., & Billings, R. S. (1993). Profiles of Commitment: An Empirical Test. *Journal of Organizational Behavior*.
- Bishop, J. W., & Scott, K. D. (2000). An examination of organizational and team commitment in a self-directed team environment. *Journal of Applied Psychology*.
- Bishop, J. W., Scott, K. D., & Burroughs, S. M. (2000). Support, commitment, and employee outcomes in a team environment. *Journal of Management*.
- Chew, I. K. H., & Putti, J. (1995). Relationship on work-related values of Singaporean and Japanese managers in Singapore. *Human Relations*, 48(10), 1149-1170.
- Clugston, M., Howell, J. P., & Dorfman, P. W. (2000). Does cultural socialization predict multiple bases and foci of commitment?. *Journal of management*, 26(1), 5-30.
- Chakrabarty, S., Oubre, D. T., & Brown, G. (2008). The impact of supervisory adaptive selling and supervisory feedback on salesperson performance. *Industrial Marketing Management*, 37(4), 447-454
- Cohen, S. G., & Bailey, D. E. (1997). What Makes Team Work: Group effectiveness research from the shop floor to the executive suite. *Journal of Management*.
- Cappelli, P. (2000). A Market-Driven Approach to Retaining Talent', *Harvard Business Review*.
- Dockel, A., Basson, J.S. & Coetzee, M. (2006). The effect of retention factors on organizational commitment: An investigation of high technology employees. *SA Journal of Human Resource Management*, 4 (2), 20-28
- Earle, H. A. (2003). Building a workplace of choice: Using the work environment to attract and retain top talent. *Journal of Facilities Management*, 2(3), 244-257.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001).
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*.
- Freyermuth. (2007). Retaining Employees in a Tightening Labor Market, RSM McGladrey. Website: [www.cfo.com/whitepapers/index.cfm/displaywhitepaper/10308654?topic\\_id=10240327](http://www.cfo.com/whitepapers/index.cfm/displaywhitepaper/10308654?topic_id=10240327) – 22k –vocational behavior, 51(1), 58-69.
- Greenhaus, J. (1987). *Career management*. Chicago: Dryden.
- Gilliland, S. W. (1993). The perceived fairness of selection systems: An organizational justice perspective. *Academy of management review*, 18(4), 694-734.
- Hall, D. T., Schneider, B., & Nygren, H. T. (1970). Personal factors in organizational identification. *Administrative science quarterly*, 176-190.
- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and role-related factors in the development of organizational commitment. *Administrative science quarterly*, 555-573.
- Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, 597-606.
- Korsgaard, M. A., & Roberson, L. (1995). Procedural justice in performance evaluation: The role of instrumental and non-instrumental voice in performance appraisal discussions. *Journal of management*, 21(4), 657-669.
- Khatri, N., Fern, C.T. and Budhwar, P. (2001), "Explaining employee turnover in an Asian context", *Human Resource Management Journal*, Vol. 11 No. 1, pp. 54 - 74.
- Lankau, M. J., & Scandura, T. A. (2002). An investigation of personal learning in mentoring relationships: Content, antecedents, and consequences. *Academy of Management Journal*, 45(4), 779-790.
- La Motta, T. (1995). *Recognition: The quality way*. New York: Quality Resources.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment of work relationships. *Academy of Management Journal*.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace*. Thousand Oaks, CA: Sage. Morrow, P.C. (1983). Concept redundancy in organizational research: The case of work commitment. *Academy of*

Management Review.

- Morosini, P., Shane, S., & Singh, H. (1998). National cultural distance and cross-border acquisition performance. *Journal of international business studies*, 29(1), 137-158.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, 11(3), 299-326.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Otis, N., Grouzet, F. M., & Pelletier, L. G. (2005). Latent Motivational Change in an Academic Setting: A 3-Year Longitudinal Study. *Journal of Educational Psychology*, 97(2), 170.
- Oosthuizen, T. F. J. (2001). Motivation influencing worker performance in a technical division of Telkom SA. *Acta Commercii*, 1(1), 19-30.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Raudenbush, S.W., & Bryk, A.S. (2002). *Hierarchical Linear Models: Applications and Data Analysis Methods*, Sage Publications, Thousand Okas.
- Salancik, G. R. (1977). Commitment is too easy!. *Organizational Dynamics*, 6(1), 62-80.
- Shore, L. M., & Tetrick, L. E. (1991). A construct validation study of the survey of perceived organizational support. *Journal of Applied Psychology*.
- Sundstrom, E., De Meuse, K. P., & Futrell, D. (1990) *Work teams: Applications and effectiveness*. American Psychologist.
- Saks, A. M., & Ashforth, B. E. (1997). Organizational socialization: Making sense of the past and present as a prologue for the future. *Journal of vocational Behavior*, 51(2), 234-279
- Scandura, T. A. (1997). Mentoring and organizational justice: An empirical investigation. *Journal of*
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative science quarterly*, 46-56.
- Triandis, H. C. (2000). Cultural syndromes and subjective well-being. *Culture and subjective well-being*, 13-36.
- Triandis, H. C., Bontempo, R., Villareal, M. J., Asai, M., & Lucca, N. (1988). Individualism and collectivism: Cross-cultural perspectives on self-ingroup relationships. *Journal of personality and Social Psychology*, 54(2), 323.
- Tajfel, H. (1982). Social psychology of intergroup relations. *Annual review of psychology*, 33(1), 1-39.
- Viator, R. E., & Scandura, T. A. (1991). A study of mentor-protégé relationships in large public accounting firms. *Accounting Horizons*, 5(3), 20-30.
- Van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. In B. M. Staw (Ed.), *Research in organizational behavior* (Vol. 1, pp. 209-264). Greenwich, CT: JAI Press