



Organisational Commitment and Perceived Support as Linked by Employee Job Satisfaction in App-based Services

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ABSTRACT: In this study, the relationship between perceived organisational support, organisational commitment, and front-line employees' job satisfaction is checked. The major goal of this research paper is to investigate the role that job satisfaction plays in mediating the relationship between organisational commitment and perceived organization support among front-line workers in the online app-based service industry. The survey method was adopted for the collection of data. In total 229 valid responses were used for analysing purposes. To test the proposed hypotheses, structural equation modelling (SEM) analysis is employed. The findings of this study demonstrate unequivocally that the association between perceived organisational support (POS) and organisational commitment (OC) is mediated by job satisfaction (JS). The findings also indicated a strong link between job satisfaction and perceived organisational support.

KEYWORDS: Job Satisfaction, Front-Line Employee, Perceived Organization Support Organizational Commitment

1. INTRODUCTION

Due to technological advancement, the way to deliver service also changed a lot in today's times. Now organizations are facing challenges in providing quality service on time. Some of the reasons for these kinds of complexity faced by organisations are the changes in political, economic, cultural, and technological environments that are faced at the world level (Porter, 2000, Bhardwaj et al., 2022). This kind of continuous change affects the stability/growth of any organization. In order to face these challenges organization needs that their employees are satisfied with the support provided to them because only if they are satisfied, they will be committed to the organisation. In an online app-based industry, front-line employees play a very important role. Front-line employees contact directly with customers and build strong relationships by providing excellent quality services (Jafar et al., 2022). As we all know that only with satisfied customers a company can grow. So, it is important for these kinds of companies to have excellent front-line employees to improve customer satisfaction and the performance of the

company. Because only with satisfied customers and satisfied employees a company can survive in today's competitive era.

1.1.1 An Overview of the Online App-Based Home Service Industry

Online App-based Home Service Industry (OAHSI) is an industry made up of different organizations/companies that have created Apps for services and deliver services to customer doorstep. Gone are the days when people prefer to go to markets, malls, etc. for purchasing necessary products or availing services. Amazon, Flipkart, Zomoto, Swiggy, Trivago, etc. all big companies by understanding the need of consumers and succeed in the market by providing products/ services at the doorsteps of Customers (Verma et al, 2020 and Gupta et al., 2022).

By using these Services Apps, people can any time search for any service, customized the product/service as per requirement, and place an order according to their convenient time. Even the huge competition existing in the market also gives numerous options to customers in terms



of comparison of quality, price, etc. Today times people are so busy with their work, so they are using online platforms (apps) for their routine work requirements. Urban Company and Uber changed the life of so many peoples. Using the Smartphone, just by clicking Customers can easily book service via using these Apps.

1.1.2 Key Constructs Definition

A favorable (or negative) evaluative judgment on one's employment or work circumstances is what is meant by the attitude of Employee Job Satisfaction (EJS).

Employees see their organisation appreciate and care for their well-being when they perceive their employer to do so, according to organisational support theory. This is recognized as perceived organisation support (POS).

As a connection to the organisation "marked by shared ideals, a desire to remain in the organisation, and a willingness to invest effort on its behalf," organisational commitment (OC) was conceptualised.

2. LITERATURE REVIEW

In this section of the research paper literature review related to objectives was discussed in chronological order.

Boles et al., (2007) in their article examine the connection between a salesperson's organisational commitment and job satisfaction. They also looked into whether gender affected how the two factors above related to one another. Questionnaires were used to gather the data. Following statistical research, it was discovered that there are numerous aspects of EJS that are associated with OC and that there are differences between the correlations for female and male salespeople.

In their study of hotel sector personnel, Wann-Yih & Htaik (2011) look at the connections between POS, JS, OC and job performance. The findings unmistakably demonstrate that perceived organisational support favourably affects JS and OC while having no discernible impact on job performance.

The relationship between POS, EJS and OC among junior academic staff of higher education institution is examined by Mabasa & Ngirande (2015) in their article. Data were gathered by surveying. The results revealed a significant and favourable association between employees' opinions of their organisations' support, their level of job happiness and OC. The findings also revealed that male workers demonstrated higher levels of POS, EJS and OC than female workers.

Chang (2015) looked at the association between work satisfaction and OC as well as whether organisational support acted as a moderator between the two. Nurses' responses to a survey were gathered and only valid replies were considered for analysis. The findings indicate that organisational commitment is positively and significantly influenced by work satisfaction. The results also demonstrate that organisational commitment and work satisfaction are moderated by support for the organisation.

In this study, Donald et al., (2016) explore the connection between POS, JS and OC in a higher education setting. They also investigate whether POS and OC are mediated by work

satisfaction. A survey was used to help gather the data. For analysis, SEM was employed. The findings indicate a strong correlation between POS and JS. Additionally, it was discovered that JS mediates the link between OC and POS.

In their article, Linda & Yonita (2018) explore how much work satisfaction influences OC and how much POS affects OC. One hundred bank employees in Padang provided the data. The results unambiguously demonstrate that the OC of bank employees in Padang is significantly impacted by job satisfaction and perceived organisational support, respectively.

The association between POS, perceived job satisfaction, and perceived job performance was examined by Raj Sharma & Biswakarma (2020). Additionally, they look at how reported job happiness affects the connections between POS and perceived job performance. Employees at the hotel provided the data and only genuine responses were considered for the analysis. The results demonstrate a positive relationship between POS support and perceived work satisfaction and performance. The influence of POS on perceived work performance was also found to be mediated by job satisfaction.

Proposed Model

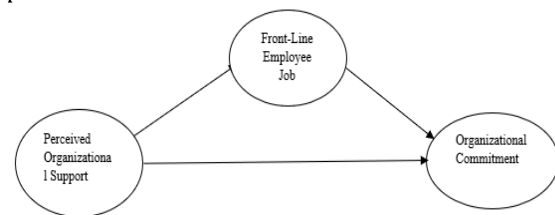


Figure 1: Theoretical Framework of the Proposed Model

The key objective of this paper is to check that EJS mediates the relationship between POS and OC also in the case of those companies that are providing services to customers via apps.

2.1 Theoretical Framework

The following hypotheses are proposed after a deep literature review.

H1_a: POS has a significant effect on EJS.

H1_b: POS has a significant effect on OC.

H1_c: EJS has a significant effect on OC.

H1_a: EJS is the mediator between POS and OC.

3. RESEARCH METHODOLOGY

Data is collected both in soft form (Google form) and hard form. The questionnaire is designed both in English and Hindi language. Convenience and Snowball sampling methods are used for collecting data from Front Line Employees of respective companies.

A sample size of 200 participants is essential for SEM used by most scholars (Weston & Gore, 2006). As per Bentler & Chou (1987) 5 cases per variable whereas as per (Nunnally & Bernstein, 1994) and 10 cases per variable are sufficient

in case data is normally distributed. Data was collected from Front Line employees of respective companies. A total of 280 front-line employees filled out the survey out of which 229 responses were used for analysis purposes. SPSS 23.0 and AMOS will be used for statistical analysis.

Instruments

S. No.	Constructs	No. of Items	The final scale used in the study(adapted)
1	Perceived Organization Support	4(8)	Eisenberger et al., 1997
2	Job Satisfaction	3	Bowling & Hammond, 2008
3	Organizational Commitment	8	Meyer & Allen, 1991

4. DATA ANALYSIS

In this section, the researcher presents the statistical analysis results via tables and provides the interpretation of the same.

Table 1: Demographics Characteristics of the Sample

Demographics Variables	Classification/Categories	Percentage (Round off)
Front- line Employee Age (years)	18- 25	13%
	Between 25 to 30	28%
	Between 30 to 40	45%
	Greater than 40	14%
Gender	Male	38%
	Female	62%
Educational Background	Secondary Education	48%
	Graduate	32%
	Post Graduate	2 %
	Diploma	14%
	Others	4%
Employees Monthly Income (Rs.)	<= 20,000	16%
	Between 20,000 to 40,000	68%
	Between 40,001 to 60,000	12%
	Greater than 60,000	4%

Source: Computation from Primary Data

As presented in Table 1, the majority of respondents are from the 30-40 age group followed by 28 percent from the 25-30 years, 14 percent from the more than 40 years age group, and the remaining 13 percent are between 18-25 years. 62 percent of Females and 38 percent of Males participated in the present survey. The Education Background represents that 48 percent of respondents are 12th pass followed by 32 percent are graduates, 14 percent are diploma holders, 2 percent are graduates and 4 percent are from other category. The monthly income depicts that 6 percent of the Front-line employees earned between Rs. 20,001-40,000, 16 percent earned below 20,000, 12 percent earned between Rs40,001- 60,000 and the rest 4 percent earned more than 60,000.

4.1 Reliability Analysis

To check the consistency in the data Cronbach Alpha is considered to be the most reliable. The overall value of Cronbach’s Alpha of 15 items falls between 0.722 to 0.726,

which meets the threshold as suggested by (Nunnally & Bernstein, 1994).

Harmon Single Factor Method is used to measure the biasness in the responses received via questionnaire. If the value of a single factor comes out to be less than 50 percent, it is considered that there is no biasness in the data collected. In the presented study the value is 34.146 percent.

4.2 Convergent Validity

According to J. Hair et al., (2010) the observed variables and standardized construct loadings should be more than 0.50. If the value of Reliability is greater than 0.7, it means the scale is reliable (Nunnally & Bernstein, 1994). As presented in Table 3, the value of composite reliability (CR) of each construct is fall between 0.724 to 0.926 and all the values of AVE are more than 0.5, which clearly meets the threshold criteria as suggested by (J. F. Hair et al., 2020).

4.3 Discriminant Validity

It means whether all the constructs are significantly different or not. There are two methods to measure this first is Maximum shared variance (MSV<AVE) and the Second one is by Fornell Larcker Criteria.

Table 2: Fornell Larcker Criertia

	POS	EJS	OC
POS	.790		
EJS	.438	.684	
OC	.423	.671	.781

Source: Computation from Primary Data

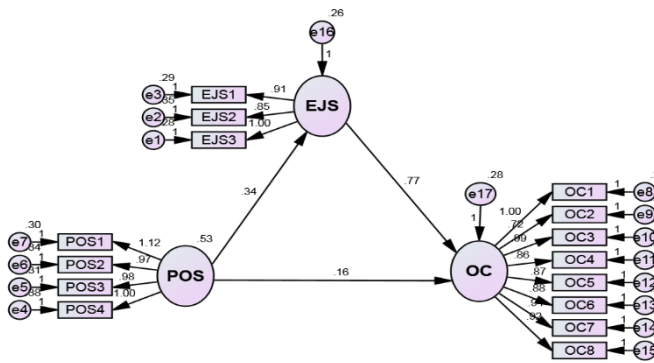
Table 3: Reliability and Item Loading

Constructs	Items	Standard factor loading	Cronba ch α	Composite Reliability (CR)	Average variance extracted (AVE)
POS	POS1	.831	.869	.869	.625
	POS2	.776			
	POS3	.790			
	POS4	.763			
EJS	EJS1	.689	.722	.724	.510
	EJS2	.632			
	EJS3	.727			
OC	OC1	.840	.926	.926	.610
	OC2	.711			
	OC3	.804			
	OC4	.783			
	OC5	.755			
	OC6	.767			
	OC7	.802			
	OC8	.780			

Source: Computation from Primary Data

Therefore, from the above tables, it is clear that both convergent and discriminant validity meets the threshold criterion. Therefore, the next step is Hypotheses Testing.

Figure 1: Structural Research Model



4.4 The goodness of Fit Index

All the values in Table 4 meet the threshold criterion as recommended by (Hair et al., 2010).

Table 4: Summary of goodness-of-fit indices for the measurement model

Model Fit Index	Chi-square/Degree of freedom	GFI	CFI	TLI	NFI	RMSEA
	1.831	.916	.962	.954	.920	.060

Table 5: Hypotheses Testing Results

Hypotheses	Standardized Regression Weight	P-values	Results
H1 _a EJS → POS	.338	***	Supported
H1 _b OC → POS	.158	.029	Supported
H1 _c OC → EJS	.770	***	Supported

Table 5 clearly represents that the results of path analysis support all the Hypotheses.

5. DISCUSSION

In the past, numerous kinds of research by various authors have examined the relationship between the study variable at hand, but relatively few of them have specifically focused on front-line workers. Only front-line staff who contact directly with clients while providing services are the major focus of the current study.

It provides empirical support for the research by Maan et al., (2020), Eisenberger et al., (1986), Hassan et al., (2014), and Guan et al., (2014) that highlighted the favourable relationship between POS and PJS. According to research, workers perform better at work when they feel that the organization in which they are working always motivates and appreciates them for their good work and is always available to support them in all circumstances.

POS significantly impacts OC. Findings from the current study are in line with those from Eisenberger et al., (1986), Shore & Tetrick (1991), and Wayne et al., (1997) which

found a positive association between POS and normative commitment. Considering that the findings contradict those of (Claudia, 2018).

EJS significantly influences OC. The studies by Lok & Crawford (2001), Ismail (2012), Ngadiman et al., (2013), Zeinabadia (2010) Lee et al., (2006), and Verma et al, (2020), all of them demonstrated that work satisfaction is a prerequisite for organisational commitment, are all consistent with this finding. Work satisfaction and organisational commitment may be related when employees are very happy with their jobs and have a good outlook and sense of trust toward the company that hired them. Strong loyalty to the employer has grown as a result of the employees' enjoyment of the various aspects of their employment.

The findings of Mabasa & Ngirande's (2015) study are in line with those of the current study results. Moreover, they discovered that EJS mediates the association between POS and OC to some extent.

6. CONCLUSIONS

The analysis results clearly show that EJS is the mediator between POS and OC. The findings of the present study can help policymakers; particularly in Online App based Service Industry to focus on supporting and motivating employees because results also show that if employees are satisfied they will be committed to their Job. In the future comparison analysis can be done among companies. The impact of Employee Loyalty on Customer Loyalty can also be studied.

7. LIMITATIONS OF THE STUDY

The study is specific to some companies only such as Urban Clap, Yes Madam, etc. which are giving online apps (platforms) to Front Line Employees to work. The data is collected from a present employee of the online app-based service industry. The employees who churn are not taken into consideration. The Present study is restricted only to the Delhi-NCR region. There might be biasness on the part of respondents so 100% accuracy can't be assured.

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