

**Effect of Social Support on Job Satisfaction and Organization
Commitment: Employee Engagement as a Mediating Factor**

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Abstract

Background- The issues of job engagement, satisfaction and social support are very crucial factors in service sector as employee being a major aspect for such organization. This study aimed to examine the mediating influence of employee engagement in between social support factors and job satisfaction relationship in IT companies of Kathmandu Valley.

Methods- This study followed post positivist epistemology which consists of unbiased axiology, and numerical rhetoric assumption. In this study, descriptive and casual research design has been used. Two hundred and four valid samples were used for data analysis. Hierarchical regression was used to test the mediation hypotheses.

Results- Correlation analysis indicated that the relationships among perceived supervisor support, peer support, perceived organization support, job engagement, organization

engagement, job satisfaction and organization commitment are statistically significant ($p < .01$) and the nature of the relationships are positive. Furthermore, hierarchical regression revealed that employee engagement is the significant mediator in between social support and employee outcomes; however, all the hypotheses were not neatly reproduced.

Conclusion- This study suggested that support offered by colleagues, supervisor and organizational system to the employees are seems to be engaged in their work and organization that resulted commitment towards their organization and feel satisfied. Further, IT sectors could enhance organizational commitment and job satisfaction of employees by managing the support system through supervisor and peers which make them fully engaged and dedicated in their work as well.

Novelty- The newness in this study is that the social support is the root cause of organizational engagement consisting of job engagement and organization engagement and it plays the major role for determining the job satisfaction and organization commitment.

Keywords- Social support, job satisfaction, organization commitment, employee engagement, mediation analysis.

Introduction

Job satisfaction and organizational commitment are the burning issues in recent time ([Abu Orabi et al., 2024](#)) and the bibliometric review reveals that employee performance, leadership, organizational citizenship behavior, turnover intention, and psychological empowerment, quality of work life were the most frequently connected with job satisfaction, and organizational commitment ([Abu Orabi et al., 2024](#); [Agustina et al., 2024](#)). This premises suggested that the previous researchers ignore the social support and employee engagement as the antecedents of job satisfaction and organizational commitment despite its importance. In addition, the commitment, job satisfaction and engagement of employees play a major role in the organizations for shaping the organization's triumph ([Basnet, 2023](#)). Companies that foster engagement and motivation among their workforce consistently can achieve high-quality performance. The modern organizations expect their employees having enthusiasm, initiative at work, and take full responsibility, dedicated and energetic at their work ([Singh & Srivastava, 2015](#)). The issue of job engagement, satisfaction and commitment level play the pivotal role in IT industry as employee being a major aspect for such organization. At present, the IT firms are focusing on effectively managing human resources in order to make them engaged, enhance job satisfaction and level of commitment and to decrease in attrition ([Gopika, Wilson, & Subha, 2021](#)). The survey conducted by [Corporate Leadership Council \(2004\)](#), concluded that Employees who are immersed at work provide a unique commitment, opportunity for organizations to gain a competitive edge, enhance overall performance, more likely to fulfill their responsibilities and demonstrate belongingness towards their organization. Therefore, the HR manager must be concerned with satisfying the employees and provide necessary support in order to make them engaged.

Employee's morale towards work can be developed when they perceive support from peers, superiors and organization ([Singh & Srivastava, 2015](#)). The way how the leaders behave with the employees significantly influence employee engagement and shape employees' psychological climate ([Danish, Ahmad, Ramzan, & Khan, 2014](#)). The previous studies (e.g. [Singh & Srivastava, 2015](#); [Saks, 2006](#); [Danish, et al, 2014](#)) have stated that a supervisor's positive actions and behavior significantly influence the employee dedication level, job satisfaction, and emotional involvement in their organization. This study focuses on significance of perceiving support from peers, superiors, and organizational system, as these perceptions can enhance employee engagement, which enhances organizational commitment levels and job satisfaction. This study aimed to examine the mediating role of employee engagement in between social support and job satisfaction relationship in IT companies of Kathmandu Valley. IT sector is selected because information and technology are the booming sectors in Nepal. Moreover, the demand for qualified employees is increasing in different IT sectors which might decrease the level of employee commitment. Similarly, the workload in IT companies is high which is come out from the informal communication with employees working in IT companies.

Literature Review

Theory of planned behavior is the theoretical ground for this study which indicated that attitude, subjective norms, and perceived behavioral leads to intention which eventually predict behavior ([Ajzen, 1991](#)). In the similar way, this study hypothesized that social support positively contributed for employee engagement which in turn leads to job satisfaction and organization commitment. Employee engagement is a comprehensive commitment that involves the cognitive, emotional, and physical expressions during role performances ([Khan, 1990](#)). The engagement is associated with how employees perceive their organization, leadership styles, and working environment ([Khan, 1990](#)). It is essential to understand the degree to which employees invest themselves, both rationally and emotionally, in their work. Employee engagement can be enumerated as positive attitude and having a state of mind incorporating vigor, dedication, and absorption ([Schaufeli, Salanova, González, & Bakker, 2002](#)). Vigor is the state of having physical strength, good health, mental resilience, and emotionally strong to face different challenges at work. Dedication can be marked as total involvement and morale for one's work. Absorption, on the other hand, is being determined and focused on one's tasks. Therefore, it is argued that engaged employees shows high level of dedication and total involvement, creating a positive feedback loop due to their enthusiasm and activity level. [House \(1981\)](#) has argued that social support plays a pivotal role in fostering engagement level of employee. The author defined social support as the perception regarding one is cared for, valued, and esteemed by others which help employees to cope with stress, improve their mental and physical health, and increase their motivation and productivity. Social support promotes a sense of belonging and connection to the workplace, which in turn promotes a more engaged workforce. When employees perceived and received support from peers,

superiors and organizational system, in exchange of that they start to like their jobs and become committed towards organization ([Wu et al., 2020](#)).

Previous study revealed that support perceived through supervisor and peer were significant predictors of employee engagement ([Caesens, Stinglhamber, and Luypaert 2014](#); [Kumar and Kumar 2020](#); [Nasurdin et al. 2020](#)). Another study by [Ali et al. \(2022\)](#) concluded that support from supervisors and colleagues significantly affect on employee engagement and job satisfaction of IT employees in Pakistan. Similarly, [Xanthopoulou, Bakker, Demerouti, and Schaufeli \(2007\)](#) also found that perceived organizational support positively impact employee engagement among IT professionals. When employees perceived support by their organization, felt valued and respected and supportive peers create a collaborative and supportive work environment, they tend to engage more in their tasks that ultimately lead to job satisfaction and committed towards the organization.

Employee engagement is a key driver of essential workplace output variables likewise job satisfaction and employees commitment. Job satisfaction, a positive affective attitude towards one's job ([Locke, 1976](#)) which measure how much an employee enjoys their work and feels positive about their job. Organization commitment is the degree to which the employees are attached to, identified with, and involved in their organization ([Meyer & Allen, 1991](#)). Commitment indicates how much the people pay attention to their organization and is willing to contribute to its success.

Employee engagement has been intervening the relationship between Social support and job satisfaction ([Wu et al., 2020](#)) which implies that social support enhances the employee engagement and their satisfaction levels. Similarly, [Singh and Srivastava \(2015\)](#) concluded that the perceived organizational support leads to employee engagement, job satisfaction and life satisfaction. The study also found that employee engagement intervene the relationship between perceived organizational support and job satisfaction.

The issues regarding Employee engagement, job satisfaction, Organizational commitment is very important in IT sector as it requires versatile personnel and flexibility in working procedures for effectively managing the employees ([Gopika, Wilson, Subha, 2021](#)). The IT industry has been rapidly growing and facing the challenges to retain highly skilled manpower. In this context the study regarding Social support and employee engagement has remarkably important as these factors can drive toward job satisfaction, and organizational commitment, which ultimately lead to employee retention. From informal communication with the employees of IT companies, it is found that employees are in the state of poor job satisfaction and organizational commitment in Nepalese IT sector. By creating a work environment that fosters employee engagement, IT companies can improve employee well-being, performance, and retention. Therefore, this study aims to examine the major aspects of employee engagement and connection with job satisfaction and organizational commitment in context of Nepalese IT sector.

Previous studies have established the relationship among social support, job satisfaction, organizational commitment and employee engagement (e.g., [Harter et al., 2002](#); [Maslach et al.,](#)

2001; Meyer & Allen, 1997). However, rare research has been done on intervening role of employee engagement in the relationship between social support, job satisfaction, and organizational commitment in IT companies. Previous studies have highlighted association between social support and work engagement in various fields, including nursing, education, finance, and banking sectors but very few in IT sector. Therefore, this study aims to examine the mediating role of employee engagement in the relationship between social support, job satisfaction, and organizational commitment in IT companies. The theoretical framework for this study purpose is shown in [Figure 1](#).

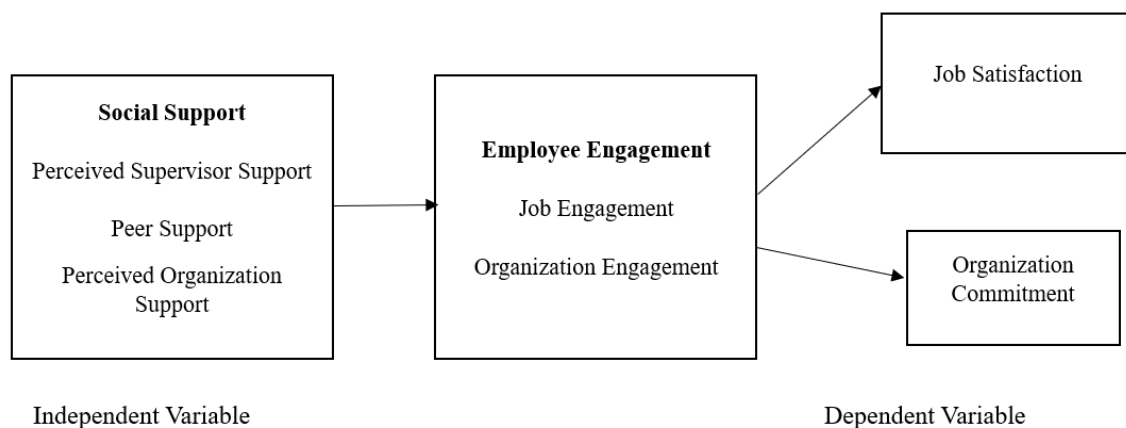


Figure 1. Research Framework

Research Hypotheses

The research hypotheses of this study are as follows:

H1: The effect of perceived supervisor support on job satisfaction is mediated by job engagement.

H2: The effect of peer support on job satisfaction is mediated by job engagement.

H3: The effect of perceived organization support on job satisfaction is mediated by job engagement.

H4: The effect of perceived supervisor support on job satisfaction is mediated by organization engagement.

H5: The effect of peer support on job satisfaction is mediated by organization engagement.

H6: The effect of perceived organization support on job satisfaction is mediated by organization engagement.

H7: The effect of perceived supervisor support on organization commitment is mediated by job engagement.

H8: The effect of peer support on organization commitment is mediated by job engagement.

H9: The effect of perceived organization support on organization commitment is mediated by job engagement.

H10: The effect of perceived supervisor support on organization commitment is mediated by organization engagement.

H11: The effect of peer support on organization commitment is mediated by organization engagement.

H12: The effect of perceived organization support on organization commitment is mediated by organization engagement.

Research Methodology

This study followed single reality, post positivist epistemology, unbiased axiology, and numerical rhetoric assumption. Descriptive and causal research design has been used in this study. The population for this study comprises employees belonging from different IT companies of Kathmandu Valley. The major reason to choose IT sector employees from Kathmandu Valley is its status as Nepal's primary tech hub, offering a concentrated pool of skilled professionals and advanced technological infrastructure. The simple random sampling was employed to collect the responses from accessible group of respondents. Cross-sectional and self-administered questionnaire technique was used to collect responses from the participants. Three hundred questionnaires were distributed. Among 300 questionnaires, 220 respondents fill up the form, out of which 206 completed questionnaires were returned, and only 204 responses were valid and usable for data analysis. According to Wiley, Cooley and Lohnes (1971), 200 sample is required for regression analysis. Hence, the 204 responses are adequate to generalize the finding of this study. The SPSS software was used to clean the data, process and analyze the data. For robustness test, hierarchical regressions were employed to test the hypotheses where demographic information including gender, age, education level, marital status, and earning per month were considered as a control variables. Control variables were used to control the effect of demographic variables on study variables. Consent and data privacy were maintained.

Results

Out of 204 respondents, the number of male respondents was 152 and 52 female respondents (25.5%) as shown in [Table 1](#). Similarly, there were more unmarried respondents than married ones (16.7%). In terms of age, the majority of respondents (72.1%) represent the age group of 25-35 years age. Remaining in the age group of under 25 and 36 to 55 years age. For educational qualification, 61.3% respondents were from the bachelors' level category, 30.4% of respondents were in the master's level category, and 8.3% of respondents were from below bachelor's level. Regarding monthly income, the majority of the respondents (43.6%) earned between NRP 30,001 to 60,000. 20.6% of respondents had income below NRP 30,000. 14.2% of respondents earned between NRP 60,001 to 90,000 and, 21.6% had income above 90,000.

Table 1 Respondents Characteristics (N = 204)

Variables	No. of Respondents	Percentage
Gender		
Male	152	74.5
Female	52	25.5
Age		
Under 25	53	26
25-35	147	72.1
36-45	3	1.5
46-55	1	0.5
Education Level		
Below Bachelors level	17	8.3
Bachelors level	125	61.3
Masters level	62	30.4
Marital Status		
Married	34	16.7
Unmarried	170	83.3
Earnings per month		
Below 30,000	42	20.6
30,001-60,000	89	43.6
60,001-90,000	29	14.2
Above 90,000	44	21.6

Source: Field survey, 2024

Reliability and correlation analysis

To determine the reliability, Cronbach alphas was calculated for each instrument, i.e., perceived supervisor support, perceived organizational support, peer support, job engagement, organizational engagement, job satisfaction, and organization commitment. The reliability analysis result are presented in [Table 2](#). According to the [George and Mallery \(2003\)](#), α value of 0.7 or greater is considered acceptable for further analysis. Each dimension has shown the acceptable Cronbach’s alpha, ranging from $\alpha = .841$ to $\alpha = .954$.

Table 2. Mean, S.D., Cronbach Alpha, and Correlations Analysis for Different Instruments

	Mean	Std. Deviation	1	2	3	4	5	6	7
Perceived Supervisor Support	3.71	0.82	(0.922)						

Perceived Organization Support	5.07	1.34	.731*	(0.954)					
Peer Support	3.94	0.75	.399*	.433*	(0.862)				
Job Engagement	3.65	0.79	.387*	.338*	.203*	(0.841)			
Organization Engagement	3.51	0.80	.634*	.659*	.387*	.553*	(0.901)		
Job Satisfaction	3.63	0.94	.660*	.724*	.423*	.275*	.627*	(0.922)	
Organization Commitment	3.27	0.90	.636*	.651*	.329*	.445*	.743*	.674*	(0.907)
** means $p < 0.01$ (significant level)									

Source: Field survey, 2024

The average score of all the variables are above average as shown in [Table 2](#). This indicates that on average, respondents perceived a moderate to high level of support, moderately engaged with their jobs, moderately high level of job satisfaction, and moderately committed to their organization.

The correlations in the [Table 2](#) indicate that the relationships among perceived supervisor support, peer support, perceived organization support, job engagement, organization engagement, job satisfaction and organization commitment are statistically significant ($p < .01$) and the nature of the relationships are positive and are in the expected directions which depicts that employees who receive social support are more committed and satisfied with their job. Moreover, the beta coefficient of all the variables are less than 80% and it indicates that there is no issue of multicollinearity. It signifies that the dimensions of social support and employee engagement are the crucial relationships with job satisfaction and organization commitment.

Test of multicollinearity

The correlation coefficients show that the correlations among the variables are not high. For robustness, tolerance and VIF were calculated to check for multicollinearity ([Gujarati et al., 2012](#)). According to [Hair et al. \(1998\)](#), a VIF less than 10 indicates there is no issue of

multicollinearity problem. As shown in [Table 3](#), variables have less than 10 VIF as suggested by [Hair et al. \(1998\)](#), confirming that his study does not have a multicollinearity problem.

Table 3. Test of multicollinearity (VIF)

Collinearity Statistics		
	Tolerance	VIF
Perceived Supervisor Support	0.42	2.40
Peer Support	0.79	1.27
Perceived Organization Support	0.39	2.58
Job Engagement	0.69	1.46
Organization Engagement	0.42	2.41
Dependent Variables: Job Satisfaction, Organization Commitment		

Source: Field survey, 2024

Common Method Bias (CMB) Test

In this study, Herman single factor was considered to test the CMB. One factor is extracted and found the values of 45.321 which is less than the cut-off point 50. Hence, this study is free from common method bias issue.

Mediating effect of job engagement on perceived supervisor support and job satisfaction relationship

[Table 4](#) shows that the model is fit ($F=22.761$, $p<0.01$). Moreover, the R^2 is 44.8% which means that 44.8% of the variation in job satisfaction is explained by the SS and JE. Further, the direct impact of SS on job satisfaction is significant (0.658, $p<0.01$). However, after introducing the mediator, coefficient for job engagement is insignificant (0.013, $p>0.05$). This suggests that there is no mediating effect of job engagement in between SS and JS relationship. Hence hypothesis H1 is not supported.

Table 4. The mediating role of JE on SS - JS relationship

	Job Satisfaction		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.11	-0.034	-0.035
Age	-0.012	-0.006	-0.006
Education Level	-0.06	-0.003	-0.003
Marital Status	-0.087	-0.095	-0.093
Earning	-0.032	0.045	0.045
SS		0.663**	0.658**
JE			0.013
ΔR^2	0.025	0.423	0

F	1.013	26.675**	22.761**
R2			0.448
<i>Notes.</i> **p<0.01; *p<.05			
<i>Source.</i> Field survey, 2024.			

Source: Field survey, 2024

Mediating effect of job engagement on peer support and job satisfaction

[Table 5](#) shows the mediation of JE in between PS and JS. The coefficient for Job engagement (mediator) is significant (0.194, p<0.01) and the coefficient for peer support is also significant (0.385, p<0.01). This reveals that there is partial mediation of JE in the relationship between PS and JS. Hence, hypothesis H2 is supported. In addition, the R² value indicates that 23.8% of the variation is explained by the PS and JE.

Table 5: The mediating role of JE on PS – JS relationship

	Job Satisfaction		
	Step 1β	Step 2β	Step 3β
Gender	-0.11	-0.089	-0.102
Age	-0.012	-0.016	-0.013
Education Level	-0.06	-0.061	-0.058
Marital Status	-0.087	-0.102	-0.069
Earning	-0.032	0.013	0.03
PS		0.425**	0.385**
JE			0.194**
ΔR2	0.025	0.178	0.035
F	1.013	8.355**	8.725**
R2			0.238
<i>Notes.</i> **p<0.01; *p<.05			

Source: Field survey, 2024

Mediating effect of job engagement on perceived organization support and job satisfaction

In [Table 6](#), the effect of POS on JS is positive and significant (β=0.721, less than 0.01); however the relationship between job engagement and JS does not establish (0.03, p>0.05). This suggests that there is no mediation of JE in between POS and JS relationship. Hence, H3 is not supported. The R² value is 0.529 which indicates that 52.9 percent of the variation in job satisfaction is explained by the perceived organization support and job engagement.

Table 6: The mediating role of JE on OS - JS relationship

	Job Satisfaction		
	Step 1β	Step 2β	Step 3β
Gender	-0.11	-0.013	-0.016
Age	-0.012	0.013	0.013
Education Level	-0.06	-0.017	-0.017
Marital Status	-0.087	-0.055	-0.051
Earning	-0.032	0.021	0.024
OS		0.721**	0.711**
JE			0.03
ΔR2	0.025	0.504	0.001
F	1.013	36.826**	31.504**
R2			0.529
<i>Notes.</i> **p<0.01; *p<.05			

Source: Field survey, 2024

Mediating effect of organization engagement on perceived supervisor support and job satisfaction

Table 7, shows the mediation effect of OE in between SS and JS. The coefficient of organization engagement is positive and significant (0.359, p<0.01). In addition, the coefficient of perceived supervisor support is also significantly positive (0.438, p<0.01). This suggests that there is a partial mediation of organization engagement in the relationship between SS and JS. Hence hypothesis H4 is supported. The R² value is .524 which means that 52.4% of the variation is explained by the perceived supervisor support and organization engagement variables.

Table 7: The mediating role of OE on SS - JS relationship

	Job Satisfaction		
	Step 1β	Step 2β	Step 3β
Gender	-0.11	-0.034	-0.034
Age	-0.012	-0.006	-0.005
Education Level	-0.06	-0.003	-0.013
Marital Status	-0.087	-0.095	-0.08
Earning	-0.032	0.045	0.082
SS		0.663**	0.438**
OE			0.359**
ΔR2	0.025	0.423	0.076
F	1.013	26.675**	30.8**
R2			0.524
<i>Notes.</i> **p<0.01; *p<.05			

Source: Field survey, 2024

Mediating effect of organization engagement on peer support and job satisfaction

Table 8, shows the mediation of OE on PS and JS. The beta coefficient of organization engagement is positive and significant (0.55, $p < 0.01$) and the beta value of peer support is 0.22 (less than 0.01). This suggests that there is partial mediation of organization engagement in peer support and job satisfaction relationship. Thus, the result provides support for H5. The overall R^2 value is .453 which means that 45.3% of the variation is explained by the peer support and organization engagement variables.

Table 8: The mediating role of OE on PS - JS relationship

	Job Satisfaction		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.11	-0.089	-0.06
Age	-0.012	-0.016	-0.009
Education Level	-0.06	-0.061	-0.047
Marital Status	-0.087	-0.102	-0.076
Earning	-0.032	0.013	0.088
PS		0.425*	0.22**
OE			0.55**
ΔR^2	0.025	0.178	0.25
F	1.013	8.355**	23.164**
R ²			0.453
<i>Notes.</i> ** $p < 0.01$; * $p < .05$			

Source: Field survey, 2024

Mediating effect of organization engagement on perceived organization support and job satisfaction

Table 9 shows that the model is fit ($F=37.381$, $p < 0.01$) and the R^2 value is .572 which means that 57.2% of the variation is explained by the perceived organization support and organization variables. Moreover, Table 9 reveals the mediation effect of organization engagement on perceived organization support and job satisfaction relationship. The coefficient for OE (0.28, $p < 0.01$) and SS (0.538, less than 0.01) are significant and positive. This indicates that there is partial mediation of organization engagement in between POS and JS relationship. Thus, the hypothesis H6 is accepted.

Table 9: The mediating role of OE on POS - JS relationship

	Job Satisfaction		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.11	-0.013	-0.018
Age	-0.012	0.013	0.009
Education Level	-0.06	-0.017	-0.021
Marital Status	-0.087	-0.055	-0.054
Earning	-0.032	0.021	0.057
POS		0.721**	0.538**
OE			0.28**
ΔR^2	0.025	0.504	0.043
F	1.013	36.826**	37.381**
R ²			0.572
<i>Notes.</i> ** $p < 0.01$; * $p < .05$			

Source: Field survey, 2024

Mediating effect of job engagement on perceived supervisor support and organization commitment

[Table 10](#) reveals that the model is well-fitted ($F=27.149$, 0.01) with an R^2 value of .492, explaining 49.2% of the variation in OC is explained by SS and JE. Additionally, [Table 10](#) demonstrates the mediating effect of JE on the relationship between SS and OC is significantly positive (0.191, $p < 0.01$). This indicates that job engagement partially mediates the relationship between SS and OC, thereby supporting hypothesis 7.

Table 10: The mediating role of JE on SS - OC relationship

	Organization Commitment		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.034	0.038	0.02
Age	0.02	0.026	0.028
Education Level	-0.06	-0.006	-0.009
Marital Status	-0.18*	-0.188**	-0.155**
Earning	-0.232**	-0.159**	-0.147**
SS		0.629**	0.553**
JE			0.191**
ΔR^2	0.082	0.381	0.029
F	3.524**	28.292**	27.149**
R ²			0.492
<i>Notes.</i> ** $p < 0.01$; * $p < .05$			

Source: Field survey, 2024

Mediating effect of job engagement on peer support and organization commitment

Table 11 indicates that model is fitted ($R^2=0.30$, $F=11.975$, $p<0.01$). Further, the model demonstrates that the coefficient of job engagement (0.36, less than 0.01) and peer support is (0.243, $p<0.01$) is statistically significant and positive. This suggests that peer support has a direct effect on organization commitment, but that this effect is partially mediated by job engagement. Thus, the result of this mediation analysis is that there is a partial mediation of job engagement between peer support and organization commitment. Hence hypothesis H8 is supported.

Table 11: The mediating role of JE on PS - OC relationship

	Organization Commitment		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.034	-0.018	-0.041
Age	0.02	0.017	0.023
Education Level	-0.06	-0.061	-0.055
Marital Status	-0.18*	-0.191**	-0.129*
Earning	-0.232**	-0.198**	-0.167*
PS		0.316**	0.243**
JE			0.36**
ΔR^2	0.082	0.098	0.119
F	3.524**	7.217**	11.975**
R ²			0.30
<i>Notes.</i> ** $p<0.01$; * $p<.05$			

Source: Field survey, 2024

Mediating effect of job engagement on perceived organization support and organization commitment

Table 12 shows that the model is fit ($R^2=.52$, $F=30.32$, $p<.01$). Moreover, the model indicates that the coefficient of JE (0.216, $p<0.01$) and POS (0.568, $p<0.01$) statistically significant in step 3 β . This suggests that perceived organization support has a direct effect on organization commitment, but that this effect is partially mediated by job engagement, thereby supporting hypothesis H9.

Table 12: The mediating role of JE on OS - OC relationship

	Organization Commitment		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.034	0.052	0.031
Age	0.02	0.043	0.043
Education Level	-0.06	-0.021	-0.022

Marital Status	-0.18*	-0.152**	-0.119*
Earning	-0.232*	-0.184**	-0.167**
OS		0.642**	0.568**
JE			0.216**
ΔR^2	0.082	0.399	0.039
F	3.524**	30.361**	30.32**
R ²			0.52
Notes. **p<0.01; *p<.05			

Source. Field survey, 2024.

Mediating effect of organization engagement on perceived supervisor support and organization commitment

The F value (48.769, p<0.01) indicate that the model is fit for hypothesis testing as shown in [Table 13](#). Similarly, the R² value reveals that 63.5% of the variation in OC is explained by the SS and OE. Further, the beta coefficient of organization engagement (0.543, p<0.01) and perceived supervisor support (0.289, p<0.01) is significant as shown in [Table 13](#). This suggests that there is partial mediation of organization engagement for perceived supervisor support on organization commitment, thereby supporting the hypothesis H10.

Table 13: The mediating role of OE on SS - OC relationship

	Organization Commitment		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.034	0.038	0.038
Age	0.02	0.026	0.028
Education Level	-0.06	-0.006	-0.022
Marital Status	-0.18*	-0.188**	-0.165**
Earning	-0.232**	-0.159**	-0.103*
SS		0.629**	0.289**
OE			0.543**
ΔR^2	0.082	0.381	0.172
F	3.524**	28.292**	48.769**
R ²			0.635
Notes. **p<0.01; *p<.05			

Source. Field survey, 2024.

Mediating effect of organization engagement on peer support and organization commitment

[Table 14](#) reveals that the model (R²=0.589, F=40.127, p<0.01) is suitable for hypothesis testing. In step 2, the model shows that there is a significant impact of peer support on organization

commitment ($\beta=.313, p<0.01$). But in step 3, after introducing organization engagement, the relationship between peer support and organization commitment is insignificant as shown in [Table 14](#). This indicates that there is full mediation of organization engagement for peer support on organization commitment. Thus, hypothesis H11 is supported.

Table 14: The mediating role of OE on PS - OC relationship

	Organization Commitment		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.034	-0.018	0.019
Age	0.02	0.017	0.026
Education Level	-0.06	-0.061	-0.043
Marital Status	-0.18*	-0.191**	-0.158**
Earning	-0.232**	-0.198**	-0.102*
PS		0.316**	0.054
OE			0.703**
ΔR^2	0.082	0.098	0.409
F	3.524**	7.217**	40.127**
R ²			0.589
<i>Notes.</i> ** $p<0.01$; * $p<0.05$			

Source. Field survey, 2024.

Mediating effect of organization engagement on perceived organization support and organization commitment

The F value (48.769, $p<0.01$) and the R^2 (0.635) reveals that the model is appropriate for further hypothesis testing, as shown in [Table 15](#). Further, the table shows that the coefficient for organization engagement is 0.53 and the coefficient for perceived organization support is 0.295 which is statistically significant at 1% in step 3, which suggests that there is a partial mediation of organization engagement for perceived organization support on organization commitment, thereby supporting hypothesis H12.

Table 15: The mediating role of OE on OS - OC relationship

	Organization Commitment		
	Step 1 β	Step 2 β	Step 3 β
Gender	-0.034	0.052	0.043
Age	0.02	0.043	0.035
Education Level	-0.06	-0.021	-0.029
Marital Status	-0.18*	-0.152**	-0.149**
Earning	-0.232**	-0.184**	-0.117*
OS		0.642**	0.295**

OE			0.53**
ΔR2	0.082	0.399	0.154
F	3.524**	30.361**	48.644**
R2			0.635
Notes. **p<0.01; *p<.05			

Source. Field survey, 2024.

Summary of Hypothesis

Based on the results of hierarchical regression, two hypotheses were rejected, 10 hypotheses were accepted as shown in [Table 16](#).

Table 16: Summary of Hypothesis testing

	Relationship	Finding	Hypothesis Acceptance
H1	perceived supervisor support -> job engagement -> job satisfaction	No Mediation	Rejected
H2	peer support -> job engagement -> job satisfaction	Partial Mediation	Accepted
H3	perceived organization support -> job engagement -> job satisfaction	No Mediation	Rejected
H4	perceived supervisor support-> organization engagement-> job satisfaction	Partial Mediation	Accepted
H5	peer support-> organization engagement -> job satisfaction	Partial Mediation	Accepted
H6	perceived organization support-> organization engagement-> job satisfaction	Partial Mediation	Accepted
H7	perceived supervisor support-> job engagement-> organization commitment	Partial Mediation	Accepted
H8	peer support-> job engagement->organization commitment	Partial Mediation	Accepted
H9	perceived organization support-> job engagement -> organization commitment	Partial Mediation	Accepted
H10	perceived supervisor support-> organization engagement->organization commitment	Partial Mediation	Accepted

H11	peer support-> organization engagement -> organization commitment	Full mediation	Accepted
H12	perceived organization support -> organization engagement -> organization commitment	Partial Mediation	Accepted

Discussion

This study aimed to test the mediating effect of employee engagement in the relationship between social support with job satisfaction and organization commitment based on theory of planned behavior. Out of the 12 hypotheses, 2 were rejected with no mediation effect of job engagement and rest all hypotheses were accepted. The result depicts a statistically significant relationship among independent, mediating, and dependent variables.

The study found full mediating effect of organization engagement between the relationship of peer support and organization commitment which is consistent with the findings of study by [Ali et al. \(2022\)](#). This result implies that social support through colleagues enhances the level of engagement in job which in turns commitment towards organization. The employees receiving ample support from their peers, seems to be more engaged in their work, individuals develop enthusiasm, invested, and dedicated to their work, ultimately translating into increased organizational commitment.

The study found no mediation effect of job engagement among the supervisor support and job satisfaction, organizational support system and job satisfaction. These results are inconsistent and contradict with the findings of the previous studies ([Ali et al., 2022](#); [Singh & Srivastava, 2015](#)) who found that support from supervisors and organizational system had a significant positive effect on employee engagement that turns to job satisfaction of employees.

The research also concluded that there is partial mediation effect of the job engagement between peer support and job satisfaction. Similarly the results show the partial mediating effect of job engagement between the relationship of supervisor support and organizational commitment, peer support and organizational commitment and organizational support and organizational commitment. This study also demonstrates the partial meditation of organizational engagement between supervisor support and job satisfaction, peer support and job satisfaction, organizational support and job satisfaction. The results are consistent with the findings of [Wu et al. \(2020\)](#) which indicate the social support realized through supervisor, peer and organization enhances the dedication towards job and positive attitude towards organization as well. The organization where the support is offered by colleagues, supervisor and organizational system develop the sense of engagement in their work and organization that resulted commitment towards their organization as well as feel satisfied.

Conclusion and Recommendation

Organizations can enhance organizational commitment and job satisfaction of employees by managing the support system through supervisor and peers which make them fully engaged

and dedicated in their work as well. For this purpose managers should be oriented to create supportive culture in their organizations where employees feel free to consult peers and supervisors in case of difficulties and confusion during job performance. In addition, there should be frequent counseling, training, and brainstorming session for developing organizational citizenship behavior.

In order to gain comprehensive knowledge regarding the influencing role of job engagement and organizational engagement towards behavioral outcome, future research can be done by having more sample size from the fields of education, health, economics, and government. Additionally, future researchers can use a qualitative approach for studying concerned topic deeply as the level of engagement is varies from person to person. This study was focused only in IT sector so, the results cannot be generalized in other sectors. Hence, future researchers could select different sectors to generalize the finding of this study.

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Authors' Contribution

The first author was responsible for developing the research framework, questionnaires design, data analysis, interpretation, and finalized the article. The second author is responsible for writing introduction, discussion, and conclusion part. The third author is responsible for writing introduction, and data collection. Further, all authors were responsible for writing literature review and proofreading.

Conflict of interest

The authors declared no conflicts of interest.

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