

Impact of Home to Work Spillover on Organizational Commitment: The Moderating Role of Perceived Organizational Support

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Abstract—The purpose of this study is to analyze the influence of positive and negative home-work interference on organizational commitment in the moderating role of perceived organizational support. Data were collected through survey strategy from different teachers of both private and governmental institutions. This study was carried out in the domain of Wazirabad, Gujrat and Gujranwala. The final sample was 319 responses after deducting inappropriately filled responses. The collected data was analyzed by using structural equation modeling technique. Findings show that positive and negative home-work interference have positive and negative impact on commitment, respectively. Similarly, the moderating effects of perceived organizational support on positive home-work interference and organizational commitment is proved; however, its effect is not proved on the relationship of negative homework interference and organizational commitment.

Keywords—Positive home-work interference; negative home-work interference; organizational commitment; perceived organizational support

1. INTRODUCTION

1.1. Background

Many researchers studied on the organizational commitment (OC), but from the last few years it has become a critical topic from the research point of view as it is associated to the working behavior of the people in organization (Di Stefano & Gaudiino, 2018). According to Okeke (2017), an employee can perform well in an organization only when organizational commitment increases the level of job satisfaction. Many researchers have done a lot of researches to identify the affiliation among home-work interference and organizational commitment (Poulose & Sudarsan, 2017). According to Qureshi, Lambert, Keena, and Frank (2016), employees who have the proper balance in both the home domain and work domain, are considered to be fit mentally and physically. An enthusiastic employee in an organization has a positive attitude towards his family. Likewise, those employees who have a positive attitude and intentions toward his private life, they are possibly more career-oriented (Rautenbach & Rothmann, 2017). Today the domain of home-work interference has gained a lot of attention and become a key concern of many organizations all over the world, especially in Pakistan (Lundkvist, Gustafsson, Davis, & Hassmén, 2016; Shaheen, Zeba, Sekhar, & Krishnankutty, 2018).

Home-Work interference domains have two imperative spheres of an individual's life, and fulfillment of these two spheres require a lot of time (Adisa, Osabutey, & Gbadamosi, 2016). The positive home-work interference (PHWI) can be defined according to the study of (Godin, Desmarez, & Mahieu, 2017); the positive behavior originate from one domain can positively affect the other domain. Positive HWI enables a person to give his best towards his commitment. Thus a person can perform well, and this indirectly plays a significant role in job satisfaction (Hyland & Prottas, 2017). Conversely, negative home-work interference (NHWI) is defined as the incompatibility between the home domain and work domains. A lot of researchers are witnessed that lack of confidence and peace in private life result in lacking of dedication in the workplace (Kecklund, Beckers, Leineweber, & Tucker, 2017). According to the Drummond et al. (2017), NHWI affect the employees psychological and bodily health, employees welfare and level of Job satisfaction.

In case of interference either positive or negative, researchers have noted that perceived organizational support give the opportunities of success to employees and lead employees toward a positive attitude or behavior in private life and work. According to (Shang, O'Driscoll, & Roche, 2018), supportive culture of the organization increases the trend of teamwork, encouragement, and employee involvement which generate a positive behavior in employees. The supportive culture of an organization decides the commitment of employees and their dedication.

1.2. Problem Statement and Research Gap

The working environment, particularly in educational institutions of Pakistan has been observed to be more unfriendly, hard, and degrading. Nowadays, work-home interference has become the common reason which greatly influences the productivity of

institutions (Solís, 2016). Due to the negative intersection of personal life and work, teachers are less likely to stay committed with their institutions (Somech & Drach-Zahavy, 2017). Many researchers researched on the organizational commitment, from the last few years it has become a significant topic for research as it is related to the working environment and behavior of the employees (Nohe, Meier, Sonntag, & Michel, 2015; Poulouse & Sudarsan, 2017). To evaluate the performance of teachers or personnel, POS is vital. Due to the non-supportive culture of organizations, many employees cannot create a stability between their private and skilled life which is also a big reason for non-commitment of employees with organizations (Van der Lippe & Lippényi, 2018). Specifically, teachers face trouble in dealing and establishing a balance between their family life and work life due to continuous burden, stress and lack of organizational support.

Many researchers studied the home-work interference and its consequences. Still, none of them considered the positive impacts of home-work intervention on the organizational commitment and negative effects of home-work imbalance on the organizational commitment separately (Dorant & Boumans, 2016). Some of the researchers studied the supportive culture of organizations with employee's dedication (Drummond et al., 2017; George, 2015). None of them considered the perceived organizational support as the moderator. Perceived supportive behavior of organizations greatly influence the home-work interference, if an organization encourage their employees and provide a supportive environment for working, this directly generates positive home-work interference (Godin et al., 2017). Conversely, due to the bulk of loads on teachers, they cannot sustain the balance between personal lifetime and job, which not only affects their performance and skills but also effects their health (Hanson, Onasoga, & Babalola, 2017). Also, such study is unavailable in the context of Wazirabad, Gujrat and Gujranwala cities, specifically in educational institutions; therefore, *the main objective of this search is to evaluate the impact of positive plus negative home-work interference on organizational commitment by considering the moderating effects of perceived organizational support.*

1.3. Research Objectives

The main purpose of this study is converted into following small objectives,

- To find out the impact of positive homework interference on organizational commitment.
- To find out the impact of negative home-work interference on organizational commitment.
- To analyze the impact of positive and negative home-work interference on an organizational commitment by considering perceived organizational support as a moderator.

2. LITERATURE REVIEW

2.1. Organizational Commitment

Many researchers highlighted the importance of organizational commitment; however, since two decades, it has become a critical topic from the research point of view as it is related to the working environment and behavior of the employees (Di Stefano & Gaudiino, 2018). According to Dorant and Boumans (2016), commitment denotes the worker's psychological affiliation with the association. The commitment is an essential element in determining that either one worker will work within an organization for a long time or not and how eagerly he is passionate about the organization's goals (Godin et al., 2017). Organization commitment is utilized to quantify the contentment of the employment, the critical attributes of organizational commitment are job performance, job insecurity, leadership distribution, and employability (Hanson et al., 2017).

Organizational commitment has three main components, where the first one is affective commitment, which demonstrates the emotional attachment of employees with the organization (McCloskey, 2018). This is correlated with the desire of the workers to hold attached to the organization for a long time While the Nohe et al. (2015) asserted that continuance commitment is the level feeling and perception, which comes forwards when an employee is out of need and has no way out; thus, to stay in an organization becomes the need of the employees, rather than the desire. The main antecedents of the continuance commitment are inability to give education and skills to another organization (Okeke, 2017). Finally, Qureshi et al. (2016) noted that normative commitment may be narrated as employee's perception that staying in the association is the moral obligation.

By developing the harmony between the employees, they get motivated to work together. These employees can achieve the organizational goals in a better way, which in result increases their level of commitment. According to Solís (2016), the level of commitment can be increased by maintaining the work ethics. Also, retaining the high-level ethics, employees get motivated as it guarantees that if an employee performs well, he will get the reward. To encourage the innovative ideas of the employees is the best way to motivate and encourage them, and this enhances their satisfaction level; thus, indirectly enhances their level of commitment (Spieler, Scheibe, & StamoV Roßnagel, 2018). The studies mentioned above represent the importance of organizational commitment, which is proved as an influential element for the development of an organization (Vaid, Kumar, & Chopra, 2017).

2.2. Positive Home-Work Interference

The intersection between personal life and work is called home-work interference, and this relationship can be positive as well as negative (Beauregard, 2011). According to Chen, Krishna, and Yu (2019), positive HWI can be defined as the positive behavior originates from one domain can positively affect the other domain. Chong, Gordo, and Gere (2018) asserted that the interaction of an individual in home, greatly influences the behavior and attitude in the workplace. The interaction between home and workplace has the potential to affect the abilities, skills and attitude within a workplace in an effective way (Crawford, Shanine, Whitman, & Kacmar, 2016). Positive HWI enables a person to give his best towards his commitment. Thus a person can perform well, and this indirectly plays a great role in job satisfaction (Demerouti, Bakker, & Bulters, 2011).

Many researchers studied the consequences of positive interaction of one's personal life and behavior at the workplace (Drummond et al., 2017). Positive HWI is the key contributor to the success of an individual in the workplace because it dramatically influences interpersonal relationships. According to Kossek and Ozeki (2010), social relationships are the key to individual happiness. Work home interference can be bidirectional, the experience on single field may impact the behavior on another domain. For example, home experience can increase the working capability in practical life; likewise, the working experience can enhance the interpersonal behavior with his family (Mostert, 2011). A lot of researchers are witnessed that lack of confidence and peace in private life result in lacking of dedication in the workplace (Shang et al., 2018; Somech & Drach-Zahavy, 2017). According to the study of Sarwar and Zeeshan (2019), the participation of an employee for the fulfilment of the mission of an organization and his dedication toward his career-oriented opportunities confirms the satisfaction from the private life (Spieler et al., 2018).

2.3. Negative Home-Work Interference

According to the Abdelmoteleb (2019), the process in which the load reactions influence employee's situation in one domain originate in another domain, or negative workload due to the heavy working conditions hamper the functioning of individual's at home (Beauregard, 2011). Negative home-work interference refers to the incompatibility between the home and working domains. Negative home-work interference can be categorized as the strain based negative HWI and negative time-based HWI (Chen et al., 2019; Chong et al., 2018). Strain based HWI occurs mainly when the performance in one domain affected by the stress or fatigue experienced in another domain. Likewise, negative time-based HWI is experienced when difficulties occur in fulfilling the expectations in one domain due to the lack of time management in another domain (Crawford et al., 2016).

The incompatibility between family and work domains depicts the conflict in home-work interference, and this incompatibility can be related with the stress due to outcomes of work or non-working conditions (Li, McCauley, & Shaffer, 2017; Qureshi et al., 2016). To improve the performance of employees and lessen their workload, little time of relaxation is necessary (Robertson, Huang, & Larson, 2016). The constant workload results in a permanent source of tension. To stabilize the interpersonal skill and improve the working abilities, there should be a balance between work and personal life (Fontinha, Easton, & Van Laar, 2019; Gözü, Anandarajan, & Simmers, 2015). Due to the unbalanced working condition, employees cannot perform well. Heavy workload as well as lack of social support from colleagues, resulted in the negative home-work interference (Rofcanin, de Jong, Las Heras, & Kim, 2018). The outcomes of negative home-work inference are depression, health complaints and exhaustion. The main reason for negative home-work inference is that most of the workers are unable to fulfil the home and work obligations due to many reasons (Liao, Lau, Hui, & Kong, 2019). The above-mentioned studies show that the harmful home-work interference is proved as an influential element that affects the working conditions within an organization.

2.4. Perceived Organizational Support

Recent studies show that perceived organizational support (POS) is more important for employee outcomes (Verweij et al., 2017). Perceived organizational support) is the extent to which workers think that the organization values their contribution, and cares of their well-being (Veld, van der Heijden, & Semeijn, 2016). Organizational support depicts that by fulfilling the employee's demand, their dedication toward the organization's mission can be enhanced in a better way (Solís, 2016). The supportive organizational culture represents the organization's values when creating positive home-work attitude. Many researchers studied regarding the antecedents of perceived organizational support, and identified three factors including reward, fairness in work, and management support (Shang et al., 2018). The fairness in an organization increases the performance because the employee knows that he/she will receive fair treatment with respect to other employees (Shaheen et al., 2018). In short, balance is a procedural justice that is often relevant to the perceptions of workers of an association.

The supportive management and organizational policies and practices lead the high level of POS. Higher the level of POS means personnel are more satisfied with their jobs and closely connected with each other. Perceived organizational support helps the workers to enhance their performance and reduced the absenteeism. The high-level management plays a vital role in increasing the POS when they provide supportive strategies and human resource policies or practices. Emotional support is important for raising the employees' performance. Also, it increases the employee's respect, morale and belonging that positively influence organizational performance (Poulouse & Sudarsan, 2017). Perceived organizational support also related to the belief of the employees that the organization appreciated its efforts related to welfare. The appreciation has two meanings, and the first one is that the organization identify their

contribution opinion employee and secondly, the observation of employees about their welfare that is the first priority of the organization (Schooreel, Shockley, & Verbruggen, 2017; Wayne, Randel, & Stevens, 2016).

2.5. Theories of the Study

2.5.1. *Social Exchange Theory*

Social exchange theory states that relationships among employer and employees exist on the basis of exchange process, where one party fulfills its obligations in return of other party's duties. This exchange process works in result of cost benefit analysis. To the extent that both the worker and therefore the management apply the exchange norm to their relationship, favorable treatment received by either party is reciprocated, resulting in beneficial outcomes for both the management and the employees. This theory is related to the perception of employees regarding how they relate with the supervisors and how they trust in their management with their issues. It means that Perceived Organizational support creates reciprocal behavior who enjoy the managerial support and feel they are obliged to return their organization and stay positive with home-work interference; thus, they should not go anywhere else (Li et al., 2017).

2.5.2. *Work-Family Enrichment*

This theory highlights a process in a home-work interference whereby the participation of employees in one role improves the quality of performance in another role (Chen et al., 2019). In the home-work interference domain, work-family enrichment has mostly been studied in relation to conflict that arises due to negative home-work interference. The negative home-work interference increases the distress and fatigue and reduced feelings of peace because when negative home-work interference increases, then the enjoyment to do task diminishes for employees and reduce the organizational commitment. Furthermore, the work-family enrichment theory influences the thinking process of employees that provide essential signals about the problem-free environment of the organization and strong organizational commitment.

By Perceiving the positive impact of work has on his or her family possibly will increase the organizational commitment. The positive feeling of the employee helped him or her to engage in the task and performed the task with enjoyment at any given moment regardless whatever the job is, and appreciate the organizational support, the skills and resources that the organization provide them (Fontinha et al., 2019). So, work-to-family enrichment increases the organizational support that will help the employee to experience positive home-work interference and increase organizational commitment.

2.5.3. *Role Theory*

The basic idea about role theory is that human has a variety of roles in life, and every role has some specific obligation on how others behave toward this role (Somech & Drach-Zahavy, 2017). Role theory refers to the tendency of the expected behavior of individuals to form distinctive patterns in a particular context that may be predicted if others know these specific social contexts. In this study, the research framework can be best elaborated through the role stress theory (Veld et al., 2016). According to this theory, positive home-work interference develops positive behavior in human nature that indirectly generate the enthusiastic and dedicated behavior in employees toward the organizations they are working for, and in case of negative interference between home domain and work domain, the attitude toward family affected, which ultimately affect the satisfaction and dedication towards job. In return, organizational commitment is severely affected.

2.6. Positive Home-Work Interference and Organizational Commitment:

To investigate relationship among positive HWI and organizational commitment, many studies have been carried out and under this context, various studies have been reviewed in this study to logically prove the relationship between positive home-work interference and organizational commitment (Lundkvist et al., 2016). According to Mathews (2018), an employee can perform well in an organization if organizational commitment enhances job satisfaction. Nohe et al. (2015) found that employees who have balance in both home and work life are considered to be fit mentally and physically. A dedicated person in an organization has a positive attitude towards his family. Likewise, those employees who have positive behavior and intentions towards his private life, they are most probably highly career oriented.

The positive involvement in one role assures the quality performance in another role. For an employee to stay committed to the organization is correlated positively with the positive interference in home and work. This could be argued that positive interference in home and work has a positive impact on the organization (Adisa et al., 2016). A peaceful person can be a dedicated person – Andrade, Westover, and Kupka (2019) asserted that the participation of an employee to achieve objectives of an association and his dedication toward opportunities to stay prosperous, confirms the satisfaction from the private life. The interaction between home and workplace has the potential to affect the abilities, skills and attitude within a workplace in an effective way (Adisa et al., 2016).

The job satisfaction and the quality of life in the work domain can only be improved in case of positive home-work interference. According to Shockley et al. (2017), if all the psychological and physical needs of a person have been fulfilled according to his desire, then these will be a constant source of motivation well-being. From the above discussion, it can be concluded that when involvement in one domain enriches, it affects the performance in another domain. To stay committed with an organization demands a positive

attitude and balance intersection between home and work life (Poulose & Sudarsan, 2017). The abilities and skills in the organization are acquired through the positive behavior in the home. Thus, the following study has proposed the following hypothesis.

Hypothesis (H1): Positive home-work interference is positively related to organizational commitment.

2.7. Negative Home-Work Interference and Organizational Commitment

According to a study conducted by Mostert (2011), the process in which behavior of employees in single field is affected by reactions, originate on another field or due to the heavy working conditions, behavior of individuals is disturbed at home (Poulose & Sudarsan, 2017; Qureshi et al., 2016). Due to over loading at workplace, stress occurs that results in negative effect on performance in another domain (Rofcanin et al., 2018; Sarwar & Zeeshan, 2019). There is a lack of research on the consequences and effect of negative home-work interference on organization commitment.

When a person is unable to set a balance between private life and work, he starts suffering some mental disturbances, there are many reasons due to which this imbalance happens (Schooreel et al., 2017). Due to burden and heavy workload, an employee cannot focus on his private life; thus, one can face some other health complaints as well (Sok, Blomme, De Ruiter, Tromp, & Lub, 2018). Consequently, when a person is not mentally or physically fit, he cannot meet his commitment appropriately, and this overall affect the commitment toward the organization (Adisa et al., 2016). To meet all the domestic requirements and fulfil all the roles, enough time and energy are required, which lead towards the loss of resources and stress; thus, affects the work domain (Andrade et al., 2019). The conflict in private life directly or indirectly leads the job insecurity and resentment feeling for the organization. Owing to imbalance in-home domain, negative home-work interference is likely to occur (Di Stefano & Gaudiino, 2018).

Many researchers researched the negative home-work inference and its effects on the organizational commitment (George, 2015; Godin et al., 2017). Hanson et al. (2017) asserted that due to the conflicts in personal life, mental and physical well-being and job satisfaction is negatively affected. According to the study of Hyland and Prottas (2017), negative home-work interference results in lower job satisfaction. Similarly, Kecklund et al. (2017) noted that due to the negative strain interference, a person cannot perform well in his workplace as he may face several health complaints, which affect the overall organizational commitment and dedication. The commitment and productivity of work are decreased due to the time based harmful interference because of absenteeism and lateness at the workplace – the main consequences of negative interferences (Łaba & Geldenhuys, 2018). This overall proved that negative home-work interference negatively influences the dedication and commitment of employees. Thus, following hypothesis are developed,

Hypothesis (H2): Negative home-work interference is negatively related to organizational commitment.

2.8. Moderating Role of Perceived Organizational Support

Perceived organizational support play a role of moderator between positive & negative home-work interference and organizational commitment; however, there is a lack of previous evidence regarding this relationship. From the point of view that supportive behavior of organizations is beneficial to maintain the perception, it affects the behavior of employees and also increase their performance at the workplace (Fontinha et al., 2019). As perceived organizational support beneficial for changing the views of employees for the organization, the organization value their contribution and cares of their well-being (Gözü et al., 2015). The values and norms of an organization that help to balance work and home will enhance the degree of commitment and dedication toward the organization (Jain & K. Nair, 2013). According to Kossek and Lee (2017), perceived organizational support can be directly or indirectly affect the work-home interference.

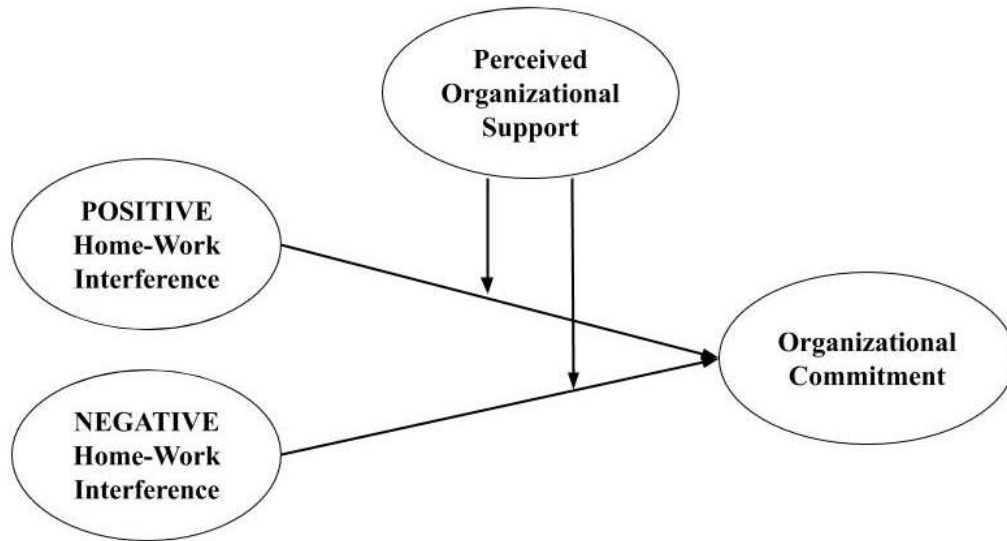


Figure 1. Research Framework

From the supportive behavior of an organization, one can determine that either this organization helps maintain the balance between personal life and work or not (Kossek & Ozeki, 2010). The perceived supportive behavior of an organization is responsible for the requirements and demands of employees and show that the organization is how much concerned about their employees. In return, this is very helpful to increase the level of dedication and commitment toward the organization. Perceived organizational support give the opportunities of success to employees and this overall lead toward the positive attitude of employees in private life and work. According to Li et al. (2017), supportive behavior of organization reinforces the trend of teamwork, encouragement, and employee involvement, and these collectively generate a positive behavior in employees which spillover in-home domain via the effective path (Liao et al., 2019; Montgomery, Peeters, Schaufeli, & Ouden, 2003). This overall lead towards the enthusiastic dedication and commitments of employees toward their organization. Thus, this study proposed the following hypothesis,

Hypothesis (H3a): *Perceived organization support is positively moderating the relationship between positive home-work interference and organizational commitment.*

When organization did not support its employees and burdened them, this may result in adverse sentiments and strain which spillover the family field (Beauregard, 2011). According to Babic, Stinglhamber, and Hansez (2015), the employee suffers resource depletion like lack of energy and time to maintain the balance in private life and work due to loads of work and this lead to harmful interference in the home domain and work domain that directly affect the job satisfaction and commitment toward the organization (Chen et al., 2019; Chong et al., 2018). The behavior of the organization decides the involvement of employees and their dedication. If an organization prioritize the demand and requirements of employees, then this generates a positive response in employees and return employees work with full of dedication and in case of reverse scenario the commitments of employees affected badly (Demerouti et al., 2011; Demerouti, Geurts, & Kompier, 2004). Consequently, this study proposed the hypothesis as follows.

Hypothesis (H3b): *Perceived organization support is negatively moderating the relationship between negative home-work interference and organizational commitment.*

Based on the described relational literature, hypotheses, and theories, above theoretical model is developed (see figure 1). In this model, positive and negative home-work interference are two independent variables, while organizational commitment is the dependent variable. Perceived organizational support is the moderating variable.

3. METHODOLOGY

3.1. Population and Sampling

In this study, the population includes all the teachers of public and private colleges and universities in Wazirabad, Gujarat and Gujranwala. The sample is selected by using convenience sampling technique is used which is a kind of non-probability sampling technique. In this technique, analyst chooses respondents or sample of study according to his/her own convenience.

3.2. Research Design

This section is sub-divided into different parts which are described in the light of research onion. The research onion was first introduced by (Saunders, Lewis, & Thornhill, 2007). In research onion, all the methods of a study are explained in the form of an onion which has different layers. Firstly, this research has selected positivism philosophy. This philosophy asserts that research and researcher should be detached in order to avoid any bias. It means during collection of data and after collecting data, researcher would not interfere in data in order to change or mold the results. Zikmund, Carr, Babin, and Griffin (2013) proposed that positivism philosophy should be used along with quantitative study and survey strategy. In our study, the deductive approach is used because inductive is not appropriate as we are not developing any new theory; rather this study is intended to test the existing theories and hypotheses. We have used survey strategy, which involves data collection through questionnaire and testing through statistical tests. The cross-sectional time horizon is selected as the data is collected only once and there is no requirement to analyze data at different time periods (Levin, 2006).

3.3. Data Collection

By using convenience sampling technique, we approached maximum institutions. First, an appointment was necessary in all these institutions which we were going to approach. So, researcher visited their websites or institutions and contacted them to get their permission and appointment. 54 institutions including 49 colleges and 5 universities were contacted to get appointment to collect data, and luckily all the institutions granted consent to gather information from their faculty staff.

On decided date, we approached each college or university one by one. There were three kinds of teachers in each university including visiting, contract basis and permanent. As our study is not specific to any kind of level or rank of teachers; therefore, all the teachers were suitable for data collection. Questionnaires were distributed in different teachers randomly, and there was no compulsion on any teacher to fill questionnaire. Rather, each respondent participated according to his/her own will. Initially, 344 responses were collected, out of which 25 responses were inappropriately filled. Thus, the final sample was 319 responses.

3.4. Measures

The questionnaire for positive home-work interference is adapted which was developed by Geurts et al. (2005), and the reliability of this scale was 0.72. Similarly, the scale for negative home-work interference is adapted in this study which was developed by Geurts et al. (2005), and the reliability of this scale was 0.85. The questionnaire for perceived organizational support was adapted which was developed by Eisenberger, Huntington, Hutchison, and Sowa (1986). The reliability of this scale was 0.93. Allen and Meyer (1990) developed the questionnaire for organizational commitment which was adapted to collect data for this research. The value of Cronbach's alpha for this scale in that study was 0.87. Our study utilized a 7-point Likert scale starting from 1 = strongly disagree to 7 = strongly agree.

3.5. Statistical Data Analysis

For data examination, two software were utilized including SPSS and AMOS. First, the demographic characteristics were analyzed through frequency distribution to evaluate their number and corresponding percentage. Then the reliability and validity of the data was very important to evaluate the consistency of the data. It was also analyzed through SPSS. Descriptive statistics were analyzed to evaluate the normality of data, the central values and the deviations from central values. Furthermore, SPSS was also used for correlation coefficients to analyze the correlation between each variable. After this, AMOS was utilized to evaluate the confirmatory factor analysis for model fitness and factor loadings. The structural equation modeling technique was utilized for the analyzing the direct and moderation effects on dependent variable.

3.6. Demographic Characteristics

Firstly, table 1 provides information about frequency distribution of gender. Out of 319 participants, 74.3% are males, while only 25.7% are female participants of this study. The second demographic characteristic is age of the participants. Majority of the respondents (63.6%) fall in the age range of 36-40 years, while least number of participants (1.6%) belong to 45 or above years of age. Similarly, in qualification, majority of the participants (46.7%) have master or less qualification, while least number of respondents (20.7%) have PhD or above qualification. With respect to experience, majority of respondents (57.1%) have 1-5 years-experience, while only 7.8% of participants have 16 years or above experience. Similarly, most of the teachers (47.3%) have Rs.40000-50000 monthly-income; however, only 1.6% of all the teachers have less than Rs.30000 monthly income. Finally, out of 319 respondents, 114 teachers are working in government sector; however, almost double in number compared to government sector, 205 teachers are working in private sector.

Table 1. Demographic Information

		Frequency	Percent	Cumulative Percent
Gender	Male	237	74.3	74.3
	Female	82	25.7	100.0
	Total	319	100.0	
Age	Less Than 30	13	4.1	4.1
	30-35	90	28.2	32.3
	36-40	203	63.6	95.9
	41-45	8	2.5	98.4
	45 or above	5	1.6	100.0
	Total	319	100.0	
Qualification	Master or less	149	46.7	46.7
	M.Phil.	104	32.6	79.3
	PhD or above	66	20.7	100.0
	Total	319	100.0	
Experience	Less than 1 year	28	8.8	8.8
	1 to 5 years	182	57.1	65.8
	6 to 10 years	37	11.6	77.4
	11 to 15 years	47	14.7	92.2
	16 years or more	25	7.8	100.0
	Total	319	100.0	
Monthly Income	Less Than 30000	5	1.6	1.6
	30000-40000	123	38.6	40.1
	40000-50000	151	47.3	87.5
	50000-60000	27	8.5	95.9
	60000 or above	13	4.1	100.0
	Total	319	100.0	
Sector	Government	114	35.7	35.7
	Private	205	64.3	100.0
	Total	319	100.0	

4. RESULTS AND FINDINGS

4.1. Descriptive Statistics

Table 2 of descriptive statistics shows that the on average, the mean response under positive home-work interference is 5.61; however, under negative home-work interference, it is 2.29, which is almost opposite to positive home-work interference. The mean value of PHWI more inclined towards positive responses; however, the mean value of NHWI is more inclined towards negative responses. Thus, both are opposite to each other. The mean value under organizational commitment is 4.74 which is also more inclined towards positive side or agree side in questionnaire. Similarly, perceived organizational support has a mean response of 5.31 which also gives an indication of positive response. Except dependent variable, the higher mean value of a variable represents the higher importance of that variable for dependent variable. This table shows that positive home-work interference is more important for organizational commitment compared to NHWI and POS.

Table 2. Descriptive Statistics

	Mean	SD	PHWI	NHWI	OC	POS
PHWI	5.6050	.79065	-			
NHWI	2.2884	.70319	-.750**	-		
OC	4.7398	1.09867	.327**	-.227**	-	
POS	5.3103	1.14292	.351**	-.234**	.541**	-

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

Apart from this, table 2 also shows that PHWI is positively connected with OC and POS; however, negatively correlated to NHWI. Similarly, NHWI has weak negative correlation with OC and POS, while OC has moderate positive correlation with POS.

4.2. Reliability and Validity

This part is very significant with respect to evaluating the reliability and validity of the construct variables. In research, the reliability is narrated as up to what degree the items under a construct variable are internally consistent to provide consistent result (Melchers & Beck, 2018). It demands that if a test is applied multiple times, should give consistent results which shows the internal consistency of the scale (Larsson, 2015). To find out the internal consistency in a scale, researchers use Cronbach's Alpha or composite reliability; however, Cronbach's alpha is mostly used and seen in previous studies (Cronbach, L. J., 1951). Therefore, this study also found the internal consistency of the scale through Cronbach's alpha.

According to previous authors, the threshold value for Cronbach's alpha is 0.7. In this study, the Cronbach's alpha for positive home-work interference is 0.772; however, the reliability value for negative home-work interference is 0.719. Similarly, the reliability value for perceived organization support is 0.867; however, it is 0.784 for organizational commitment. Therefore, the reliability for all the construct variables is greater than 0.7; thus, prove the internal consistency of the scales (see table 3).

Table 3. Reliability and Validity

	α	AVE	1	2	3	4
1) Positive Home-Work Interference	0.772	0.553	0.553			
2) Negative Home-Work Interference	0.719	0.521	0.463	0.521		
3) Perceived Organizational Support	0.867	0.685	0.123	0.055	0.685	
4) Organizational Commitment	0.784	0.562	0.107	0.052	0.293	0.562

Apart from reliability, table 3 represents information regarding validity of scale. The validity is normally divided into two kinds including convergent validity and discriminant validity. The convergent validity states that the items under a construct variable are measuring the same variable for which they are designed to measure (Russell, 1978). The convergent validity is measured through average variance extracted (AVE). The values of average variance extracted should be greater than 0.5 (Pike, 2006). Table 3 represents that all the values of AVE in all variables are more than 0.5; thus, prove the convergent validity.

While on the other hand, discriminant validity states that the items under a construct variable should not measure another variable for which they are not designed to measure (Lucas, Diener, & Suh, 1996). The discriminant validity is calculated as comparing the average variance extracted with the square root of correlation of all the variables. The values of AVE for discriminant validity are also represented in diagonal bold form. These values should be higher than their related values in columns and rows. By looking into table 3, it is appeared that all the diagonal values are greater than their related values in columns and rows; thus, prove the discriminant validity.

4.3. Confirmatory Factor Analysis

The confirmatory factor analysis, commonly used as CFA is used to evaluate the factor loadings or as such, the contribution of each item in the measurement of its concerned variable (Thompson, 2004). Apart from this, it also used to confirm the model fitness of the study. Following figure 2 represented the factor loadings of each item under a variable along with correlation amid variables. The relationship of negative home-work interference with each other variable is negative; however, all the other variables are positively related with each other. Previous studies have highlighted that that factor loadings should be as a minimum 0.3 and all items having factor loadings less than 0.3 should be removed from model as they do not have enough contribution in the measurement of its concerned variable.

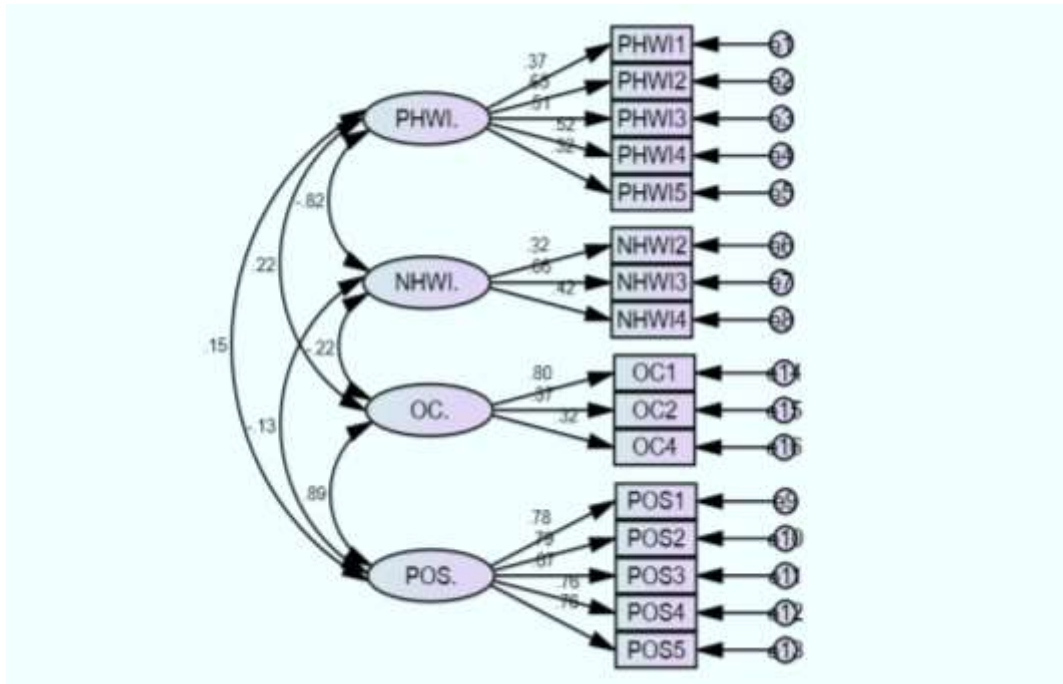


Figure 2. Confirmatory Factor Analysis

While conducting factor analysis, PHWI6, PHWI7, NHWI1, NHWI5, NHWI6, OC3, and OC5 had less than 0.3 factor loadings; thusly, these items were removed from the model and again factor analysis was performed. The following figure shows that all the items under each variable have their factor loadings greater than 0.3; therefore, there is no further need to remove any item. These included items have significant and enough contribution in measurement of their concerned variables.

Table 4. Model Fit Indices

Fit Indices	References	Standard Values	Calculated Values
NFI	(Byrne, 1994; Lomax & Schumacker, 2004)	$NFI \geq 0.9$	0.903
GFI	(Byrne, 1994)	$GFI \geq 0.9$	0.910
CFI	(Byrne, 1994)	$CFI \geq 0.9$	0.899
RMSEA	(Steiger, 1980)	$RMSEA \leq 0.08$	0.077

Apart from above, confirmatory factor analysis is also important because it provides model fit indices. Following table 4 shows some important and significant model fit indices that are enough to shows the model fitness. According to this table, normed fit index (NFI) is calculated as 0.903 which is greater than 0.9 because previous authors noted that it should be greater than 0.9 in order to prove the model fitness (Byrne, 1994; Lomax & Schumacker, 2004). Similarly, goodness of fit index (GFI) should also be greater than 0.9 in order to prove the model fitness (Byrne, 1994), and in our model, it is calculated as 0.910 which is greater than threshold; therefore, support the model fitness.

Apart from this, comparative fit index (CFI) is also required to be higher than 0.9 in order to prove model fitness (Byrne, 1994), and in our case, it is 0.899 which is very close to 0.9; thus, can be accepted. Another important fit index is the Root Mean Square Error of Approximation (RMSEA), which should be less than 0.08 in order to be accepted for fit index (Steiger, 1980). In our case, it is 0.077 which is less than 0.08; thus, support the model fitness. All values of model fit indices are within accepted range; therefore, the model of this study is accepted.

4.4. Hypotheses Testing

The most important part of the results and findings is hypotheses testing because this part provides the answers to the questions or provides evidence for hypotheses acceptance or rejection. All the hypotheses are testing by using structural equation modeling

technique. The two models are separately performed to get direct effect in the first model and moderating effects in the second model (see figure 3 and 4).

Table 5 below represents the direct effects as well as moderating effects. According to this table, positive home-work interference has 36% positive and significant impact on organizational commitment with significance t-value 3.529 and $p < 0.01$. These results support our first hypothesis which dictates the direct positive relationship between positive home-work interference and organizational commitment. Similarly, this table also states that negative home-work interference has 4% negative and significant impact on organizational commitment with significance t-value -3.636 and $p < 0.01$. These results support our second hypothesis which directs the negative impact of negative home-work interference on organizational commitment. These results are also represented in figure 3 that shows the direct effects of positive and negative home-work interference on organizational commitment.

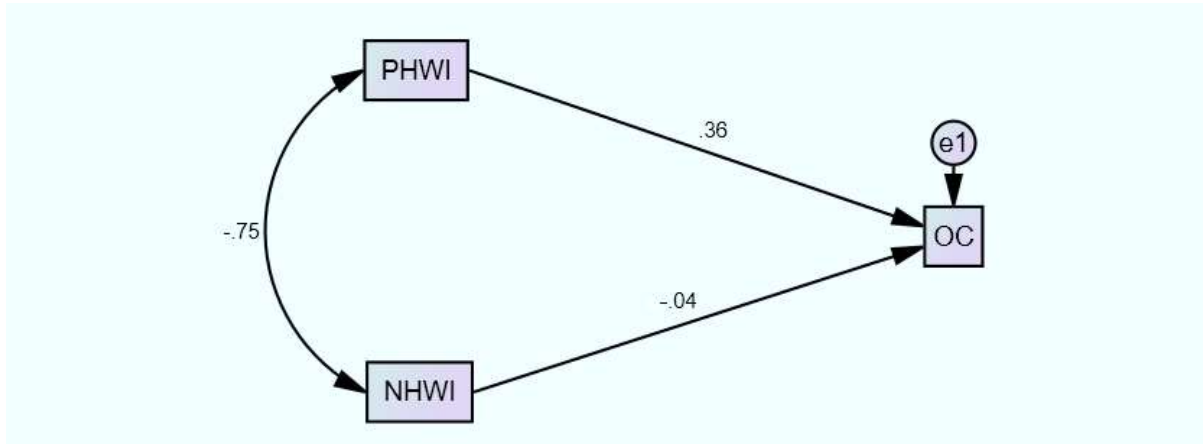


Figure 3. Direct Effects

The second model represents the moderating effects of perceived organizational support on the relationship of positive home-work interference and organizational commitment. It also shows the moderating effects of perceived organizational support on the relationship between negative home-work interference and organizational commitment. According to this table, perceived organizational support has 43% positive and significant impact on the relationship between positive home-work interference and organizational commitment with significance t-value 2.350 and $p < 0.01$. This supports our third hypothesis which directs the positive impact of perceived organizational support on the relationship between positive home-work interference and organizational commitment.

Table 5. Hypotheses Testing

	Estimate	S.E.	t	P
Positive Home-Work Interference	.360	.102	3.529	.000
Negative Home-Work Interference	-.040	.011	-3.636	.000
PHWI_int	.430	.183	2.350	.001
NHWI_int	-.160	.131	-1.221	.063

Similarly, table 5 states that perceived organizational support has 16% negative but insignificant impact on the relationship between negative home-work interference and organizational commitment with significance t-value -1.221 and p-value 0.063. As the p-value is not less than 0.05; therefore, this does not support our fourth hypothesis which directs the negative impact of perceived organizational support on the relationship of negative home-work interference and organizational commitment.

Similar to above table 5, figure 4 shows the results regarding moderating effects of perceived organizational support on the relationship of positive home-work interference and organizational commitment. Similarly, it also shows the moderating effects of perceived organizational support on the relationship of negative home-work interference and organizational commitment.

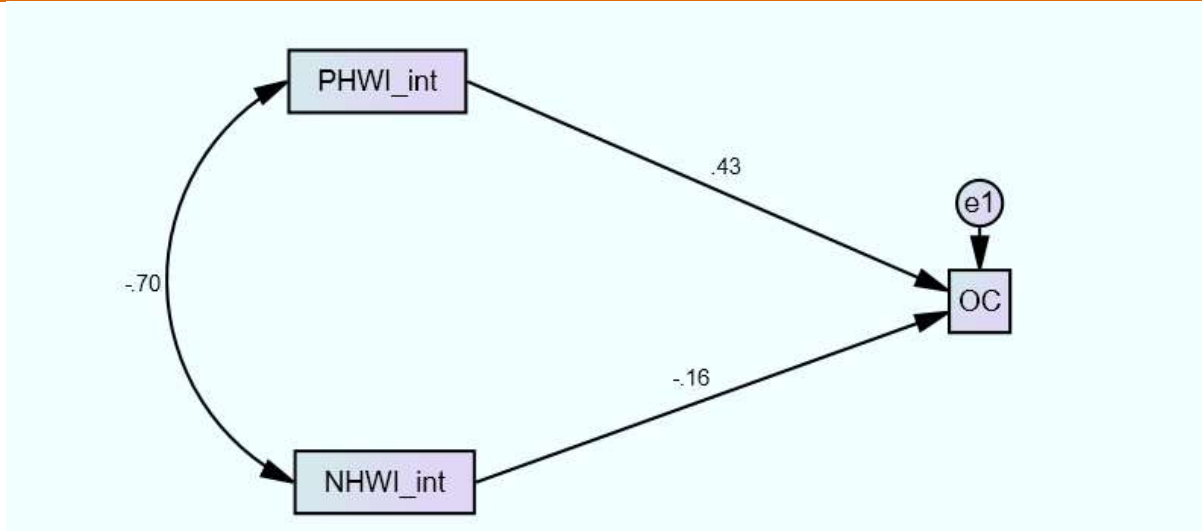


Figure 4. Moderating Effects

5. DISCUSSION, IMPLICATIONS AND LIMITATIONS

The key objective of this study is to analyze the impact of positive home-work interference and negative home-work interference on organizational commitment. Besides, it intended to analyze the moderation role of perceived organizational support on the relationship of positive home-work interference and organizational commitment. In addition, it analyzes the moderation role of perceived organizational support on the relationship of negative home-work interference and organizational commitment. All the hypotheses are accepted except the moderation responsibility of POS on the association of NHWI and OC.

In the first hypothesis, the connection among PHWI and OC is supported by this study. This relationship is supported by previous theories including work family enrichment (Greenhaus & Powell, 2006) and social exchange theory (Homans, 1958). These findings are similar to previous studies (Keene & Reynolds, 2005; Shaffer & Harrison, 1998). The reason behind positive relationship among PHWI and OC is that when an individual is supported by his family from all sides like social, financial, and legal, despite of low salary from work, an individual is satisfied and committed to his job. Especially, teachers face more stress due to heavy burden of work. In this case, if a teacher is happy with his family life, he will always come to job with fresh mood that will positively affect his job performance (Shang et al., 2018; Sok et al., 2018).

The second hypothesis of this research is directing the opposite connection among negative home-work interference and organizational commitment. This hypothesis is also reinforced by the outcomes of this research. These results are like past examinations (Liu, Kwan, & Mao, 2012; Shaffer, Harrison, Gilley, & Luk, 2001). This relationship is also supported by work family enrichment theory (Greenhaus & Powell, 2006) and role theory (Sieber, 1974). The reason behind negative relationship is when an individual is disturbed with family life, the tension and stress appeared in his productivity at work, especially, teachers need to teach with full attention and focus would not present in case of family disturbance. Therefore, NHWI has negative effect on OC.

The third hypothesis states that POS moderates the relationship of PHWI and OC. This hypothesis is accepted and supported by previous theories including conservation resources theory (Hobfoll, 1989), social exchange theory (Homans, 1958), and work family enrichment theory (Greenhaus & Powell, 2006). Owing to increasing perception of individuals that their organization tempted to support them in case of help, individuals are more inclined towards high commitment and satisfaction level along with good family support. The last hypothesis states that POS has a moderation role on the relationship of NHWI and OC. This hypothesis isn't bolstered by the outcomes of this study.

5.1. Implications

In theoretical implications, the current study contributed to the existing literature with the addition of literature regarding the context of Wazirabad, Gujrat and Gujranwala. Similarly, it contributed to the existing literature because current study model is not studied previously in any study. The students, teachers and researchers are beneficiaries of this contribution theoretically. In practical contributions, the current study is beneficial for the administration of educational institutions to enhance the performance of their faculty staff. The commitment of teachers with their institutions is very crucial and important because it is directly linked with the performance of the institutions as well as the career of students. The administration head of the educational institution should provide organizational support to teachers to remove their stress. In order to increase their commitment level, positive home-work interference

play an important role, while negative home-work interference plays a negative role. Also, educational institutions must arrange some tours and outings for teaching staff to feel them relaxed.

5.2. Limitations and Future Indications

Owing to limited time and resources, each research study has some limitations which are normally covered in future research studies. This study is conducted in educational sector as the data is collected from only teachers and specific cities of Pakistan; therefore, its findings cannot be generalized to other sectors or cities. The future researchers should either focus on another sector or choose other cities. Future researchers are suggested to use servant leadership as a mediator between the two independent variables and dependent variable of this study. Moreover, future researchers are suggested to employ the moderation effects of gender on both positive and negative homework interference.

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