

**A STUDY ON PERCEIVED ORGANIZATIONAL SUPPORT IN RELATION TO JOB SATISFACTION**

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**ABSTRACT**

The study attempts to analyze that perceived organizational support and job satisfaction are positively correlated. The sample consists of 260 female employees of the colleges affiliated with Kurukshetra University Kurukshetra. The findings supported the hypothesis that there is a direct relationship between Pos & job satisfaction.

**KEYWORDS:** Perceived organizational support (POS) and Job satisfaction.

Perceived organizational support and Job satisfaction are closely related. POS refers to the degree to which employees perceive their employers to be concerned with their well-being and to value their contribution to the organization (Eisenberger et al, 1986). If employees are valued and rewarded in the organization, they will be more committed towards their organization. Leydon (1965) maintains that employees tend to personify the organization for which they work, with a feeling that their employers will help them in a case of need, make their work interesting and stimulating and provide them adequate working conditions (Eisenberger et al, 1986). Thus the relationship between employer and employee has been described as an exchanged relationship. According to Estinberger et al, (1986), in any organization support theory exists in three forms of encouraging treatment through which perceived organizational support could be increased, viz, working conditions and rewards, supervisor's support and fairness.

According to Cropanzano and Greenberg (1997) POS is also influenced by the structural aspect such as the formal rules, decisions, policies and their implementations, while as social aspects related with the facts that employees are being treated with respect and decorum.

Job satisfaction remains a dominant construct in the organizational literature for a variety of reasons, including the intrinsic desirability of employee's satisfaction Job satisfaction has a very strong

relationship with numerous workplace behaviours including job performance, withdrawal behaviours and its strong relationship with constructs such as organizational commitment and POS.

Research on Job satisfaction has helped to build a sound understanding of how organizational factors (POS) and organizational fairness factors (e.g. procedural, distributive and interactional justice) affect employee job satisfaction and how job satisfaction, in turn influences a variety of important workplace behaviour, job performance, turnover and employee attitudes.

Hulin & Judge (2003) defined job satisfaction as being ".....multidimensional psychological responses to one's job. These responses have cognitive (evaluative), affective (emotional) and behavioural components. Job satisfaction refers to internal cognitive and affective states ....."

Research findings of Lee Carswell and Allen (2000) show positive relations between occupational commitment (OC) and organizational commitment. Their major findings were that occupational commitment was positively related to job-focused constructs such as job involvement and job satisfaction, suggesting that attitudes toward the job itself may be a central concern in committing to one's occupation. Armeli et al. (1998), Blau (1985), Eisenberger et al. (1986) and Rousseau and Parks (1993) also believe that workers effort and loyalty to their organizations for certain tangible incentives such as pay and fringe benefits and such socio emotional benefits as esteem, approval and caring results in better job satisfaction. POS affects job satisfaction at work by conveying to employees the organization's propensity to notice and reward increased. Consistent with Eisenberger et al. (2001) view, POS works the same way as perceived support from friends and relatives, which may fulfill socio-emotional needs in interpersonal relationships.

#### **RATIONALE OF THE STUDY**

Post empirical findings reveal that POS is positively linked with Job satisfaction. POS appears to play an important role in the development and helps to explain the relationship between POS & overall job satisfaction is documented by Eisenberger et al (1997) and Shore Tetrick (1991). These results are consistent with the view that POS is a general conception regarding the favourable or harmful intent of the organization towards its employees, whereas overall job satisfaction represents various aspects of the job (Shore and Tetrick, 1991) POS also assumed to serve as socio-emotional source for industry workers and to meet important socio-emotional needs in the workplace such as respect, caring and approval which affects work outcomes. Therefore need for the present study arises

## **OBJECTIVES**

-To study perceived organizational support in relation to job satisfaction.

-To study the effect of POS and its various variables on the Job satisfaction of male employees.

## **HYPOTHESIS**

There exists a positive relationship between POS and job satisfaction of male employees.

## **METHOD**

### **SAMPLE**

The sample comprised of 260 female teachers from various colleges from Kurukshetra District affiliated with KUK; selected through random stratified technique using age & tenure i.e. more than one year stay in the institution and with a near age of 40years. A questionnaire of POS and job satisfaction was distributed and completed on site. Employees were asked to provide their span of stay in the institutions & designation at work-place.

## **MEASURES**

**Job satisfaction scale (JSS):** This JSS is developed by Muthayya (1973), consists 34 items, constituting three aspects, viz., job aspect, the personal aspect and the interpersonal aspect. The job aspect covers information on pay, work opportunity, lack of technical know-how, promotional opportunities, facilities for work, work load, conflicting work-roles, under work, monotony of work, work expectation of superiors, and authority vested on the job. There were 17 items covering this aspect. The personal aspect includes ten items and covers information on feeling of inadequacy, security, non-acceptance in the department, under-employment, feeling to change the job, lack of authority and belief in the programmes. The interpersonal aspect consists of seven items covering information on people's apathy to the programs, political interference and pressure on one's work, and attitude to superior officers. The items in the final scale were arranged at random. The split-half technique (odd-even) provided a reliability coefficient of .81, after applying the Spearman-Brown prophecy formula. It is significant (.01 level) indicating satisfactory reliability of the scale. Higher score indicates higher job satisfaction.

**Perceived Organization Support Questionnaire (POSQ):** Eisenberger, Cummings, Armeli and Lynch (1986) measure the extent to which employees perceived that the organization values their career, contribution and concerned about their wellbeing. The POSQ comprises 36 items referring to evaluative judgments attributed to the organization, which include satisfaction with the employee as

a member of the organization and with the employee's performance; anticipation of the employee's extra effort; consideration of the employee's goals and opinions; the organization's concerns about fair pay; job enrichment, full use of the employee's talents, the employee's satisfaction on the job, and the employee's well-being. Statements referring to actions affecting the employee that the organization would be likely to take in hypothetical situation include willingness to help with job problems; replacing the employee's with a lower paid new employee; responses to the employee's possible complaints, mistakes; worsened performance improved performance, requested change of working conditions, requested special favour, decision to quit, and failure to complete a task on time; retention of the employee following job obsolescence; rehiring after lay off; and opportunities for promotion. The POS questionnaire has provided for the high reliability and one-dimensional nature of survey of POS. the analysis resulted in reliability coefficient (Cronbach's alpha) of .97, with items total correlations ranging from .42 to .83. The mean and median item total correlations were .67 and .66, respectively.

## **RESULTS**

Pearson correlations among all the eight variables of POS. POS appeared to be the most potent predictor and highly correlated with job satisfaction,  $r=.41$ . Correlation between POS and AWC is of special interest. As predicted, POS is substantially correlated with AWC ( $r=.39$ ,  $p<.001$ ). Further, POS has yielded positive correlations i.e.  $r = .32$  and  $r = .33$  with normative organizational commitment (NWC) and normative occupational commitment (NOC) respectively. Among three components of work commitment, affective organizational commitment (AWC) was the best predictor of job satisfaction ( $r= .53$ ) followed by POS and normative organizational as well as occupational commitment ( $r = .32$  &  $r=.33$  respectively). The correlations between POS and two components of organizational Commitment are positive and relatively strong. POS correlates  $.39$  ( $p<.001$ ) with affective organizational commitment (AWC),  $.32$  ( $p<.001$ ) with normative organizational commitment (NWC), and negative  $r = -.12$  ( $p<.01$ ) with continuance organizational commitment (CWC). Affective occupational commitment (AOC) has positive and relatively strong correlation with normative occupational commitment (NOC),  $r =.47$ , ( $p<.01$ ) and job satisfaction=  $.49$ , ( $p<.01$ ). In general, the correlations between the measures of WM and OC are low, though many of them are significant and positive. As expected, all the three components of OC correlate positively with job satisfaction, the correlations are  $.49$  ( $p<.001$ ) for AOC,  $.12$  ( $p<.01$ ) for COC, and  $.3$  ( $p<.01$ ) for NOC.

## **DISCUSSION**

When an individual is satisfied with his job then he would be more committed to his job or in other words he would be more responsible and productive for the organization and would like to invest more in his occupation. Therefore, organization and the individual have the responsibility for the establishment of “culture of commitment”.

Meyer et al. (1993) stated that affective commitment to the occupation is related to positive experiences about the occupation (e.g. job satisfaction); continuance commitment to the occupation is related to their responsibilities about the commitment (e.g. authority or investment) and the variances which increase them (experience, status); normative commitment is related to positive experiences as well and in general it is related to the feeling of perceived responsibility for others.

In general, the findings of the study provide ample support to most of the predictions and pertinent theoretical models. Some of the findings of earlier studies have also been substantiated by the present data. The present study is one of the few that specifically focuses on the role of perceived organizational support in job satisfaction. Although the analysis most pertinent to the research objectives is regression analysis, Results of the present study revealed that job satisfaction and affective organisational commitment are highly correlated. Organizational commitment is an answer to belief in organisation and job satisfaction is an answer to certain duties and experience (Glisson & Durick, 1988). Although the two variables are positively correlated, still an individual may be unhappy about some duties and experiences, even if employee has positive tendencies towards the organization (Balay, 2000). Meyer et al. (2001) stated that they had found the strongest correlation between affective commitment to the organisation and satisfaction. Our research, concerning the skilled industrial workers, supports the findings of Meyer et al. (2001). The research has revealed that there is positive relationship between job satisfaction of skilled industrial workers and their affective commitment to both organisation and occupation.

The present research has revealed that there is a strong positive relationship between the job satisfaction of employees and their affective commitment to both the organization and occupation, and POS and job satisfaction.

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