

## Investigation of Relationship Between Perceived Organizational Support and Organizational Effectiveness in among of Employee

Sana Safari and Mostafa Kalani

Department of Educational Sciences, Payame Noor University, Tehran, Iran

**Abstract:** This study aimed to evaluate the relationship between perceived organizational support and organizational effectiveness in among of employee. The method of this study was descriptive correlation. The study population composed of employed in Virtual Faculty of Isfahan University in 2014-2015. Data were gathered by perceived organizational support questionnaire and organizational effectiveness questionnaire. Data analyzed using mean, standard deviation, pearson's correlation and regression by SPSS-19 Software. The findings indicated that there was a significant and positive relationship among perceived organizational support and organizational effectiveness ( $r = 0.371$   $p = 0.01$ ). Perceived organizational support effect have on organizational effectiveness ( $R^2 = 13.8\%$ ).

**Key words:** Perceived organizational support, organizational effectiveness, employee, university, Iran

---

### INTRODUCTION

Today, organizations are faced with many unpredictable and expeditious changes in their own environments, featuring growing global competitions, development and progression of information technology and changes in the demographic characteristics of manpower and customers at the heart of changes (Moogheli *et al.*, 2010). In this regard, paying attention to the quality of actions has resulted in the primacy of effectiveness and efficiency.

One of the fundamental topics discussed in the organizational theories is the effectiveness of organizations, used for evaluating the performance of organizations. The significance of the combined approaches in human sciences steers scientists towards studying the organizational issues at threefold levels, including definition, theory and research.

To yield better performance in dynamic environments, Lee Wiz *et al.* (2009) point out that organizations should steer their concentration towards enhancing their employees and managers' capabilities. In addition, 'effectiveness' is defined by management thinkers in three areas, including effectiveness of objectives, processes and resources (Mayan *et al.*, 2008).

To survive, some advantageous actions should be taken by organizations. The objectives set by the organizational designers should lead to products or services that will be beneficial to the members of that organization, other organizations or the whole society.

The term effectiveness is defined according to the degree of target acquisition. An organization is effective

when the visible results of its actions are equal to or greater than its organizational goals (Hoy and Miskel, 2005).

In fact, the employees' inner satisfaction, happiness and encouragement influence the effectiveness and efficiency of organizations towards the highest extent of productivity (McMaster, 1996; Ziapour *et al.*, 2015). Furthermore, the organizational effectiveness plays a crucial role in the organizational development (Marjani and Soheylipour, 2012). Effective organizations are the ones which can manage ambiguity, flexibility, customer-centricity, manufacturing, value orientation and learning structuring and can recognize how to empower their employees.

The results of the experimental studies confirmed the desirable consequences of supporting employees. In an extra analytic study, Rigel *et al.* (2009) showed that the organizational support dramatically increased employees' commitment, turnover was reduced and satisfaction and performance were boosted at average levels.

The social exchange theory is the theoretical basis of the organizational support. According to this theory, when one does another person a favor in social relations, he will feel duty bound to return the favor. The more generous the favor, the more inclined the person will be to return the favor. Researchers believe that there are such social exchanges between employees and employers, because organizations are sources where the employees' needs are met. So, there are such interactions between employees and employers. The organizational support theory states that general views are pictured in employees' minds concerning the degree of the organizational supports they receive which are returned to the organization in the form of supporting and

realization of the goals of the organization. In other words, when the employees' welfare is given consideration, they return this attention by more commitment and better performance (Eisenberger *et al.*, 2001).

The results of studies demonstrate that the perceived organizational support brings about desirable consequences at organizational and personal levels. In other words, at a personal level, the perceived organizational support results in the employees' increased job satisfaction and positive attitudes (Nye and Wit, 1993; Randal *et al.*, 1999; Cropanzano *et al.*, 1997). Furthermore, at an organizational level, it will lead to growing emotional commitment and employees' optimal performance (Eisenberger *et al.*, 1990, 1997). On the other hand, it will lessen turnover (Allen *et al.*, 2003; Cropanzano *et al.*, 1997; Eisenberger *et al.*, 1990, 2002; Jawahar and Hemassi, 2006; Maertz *et al.*, 2007).

So, given the background of the study concerning the significance of the organizational support and the role that it plays in the personal and organizational achievements, one of the decisive factors in the organizational effectiveness is the organizational support. Therefore, the present work aimed to study evaluates the relation between perceived organizational support and organizational effectiveness in among of employee.

## MATERIALS AND METHODS

The method of this study is descriptive-correlation. The statistical population in this study includes all employees (46) of virtual Faculty of Isfahan University in 2014-2015. The sample volume has been calculated using census 46 employees.

In this study data collection tool consist perceived organizational support questionnaire Eisenberger (1986) and organizational effectiveness questionnaire HSU-Chin-His (2002).

**Perceived organizational support questionnaire Eisenberger (1986):** The perceived organizational support questionnaire consisted of 36 questions and as well as a five point Likert scale (1 = strongly disagree to 4 = strongly agree). The reliability coefficient of this questionnaire in the present study was 0.86 and the face

and content validity of the above-mentioned questionnaire was reviewed and approved by outst anding professors in the management field.

**Organizational effectiveness questionnaire the HSU-Chin-His (2002):** The organizational effectiveness questionnaire by HSU-Chin-His (2002) consisted of 19 questions, falling into four dimensions of organizing, decision making, employees' relations and job satisfaction, rated on a five-point Likert scale (1 = strongly disagree to 4 = strongly agree). The reliability of this questionnaire was assessed in the present study ( $\alpha = 0.86$ ) and the face and content validity of the above-mentioned questionnaire was reviewed and approved by outst anding professors in the management field.

The research data were analyzed through descriptive statistics (Mean, standard deviation, etc.) and inferential statistics (regression model and Pearson Correlation Coefficient test) in the SPSS-22.

## RESULTS AND DISCUSSION

Based on the results of Table 1, it can be said that the total mean score of perceived organizational support was  $74.22 \pm 14.17$ . and the total means score of organizational effectiveness  $166.34 \pm 39.91$ . Mean score of organizing  $43.00 \pm 11.29$ ; mean score of decision making  $42.31 \pm 10.82$ ; mean score of employees' relations  $41.74 \pm 10.35$  and mean score of job satisfaction  $39.28 \pm 6.45$ .

The results demonstrated that there was a significant positive relationship between the perceived organizational support and the organizational effectiveness ( $r = 0.371$ ,  $p = 0.01$ ). Also, there were significant positive relationships between the dimensions of the organizing ( $r = 0.546$ ,  $p = 0.01$ ), decision making ( $r = 0.374$ ,  $p = 0.01$ ), employees' relations ( $r = 0.289$ ,  $p = 0.01$ ) and job satisfaction ( $r = 0.285$ ,  $p = 0.05$ ) with perceived organizational support (Table 2).

Table 1: Means and standard deviations of perceived organizational support and organizational effectiveness

Variables	Frequencies	Means	SD
Perceived organizational support	46	74.22	14.17
Organizing	46	43.00	11.29
Decision making	46	42.31	10.82
Employees' relations	46	41.74	10.35
Job satisfaction	46	39.28	6.45
Organizational effectiveness	46	166.34	39.91

Table 2: Correlation coefficients between of perceived organizational support and organizational effectiveness

Variable	Organizing		Decision making		Employees' relations		Job satisfaction		Organizational effectiveness	
	r	Sig.	r	Sig.	r	Sig.	r	Sig.	r	Sig.
Perceived organizational support	0.546	0.000	0.374	0.000	0.289	0.000	0.285	0.000	0.371	0.000

Table 3: Summary of stepwise regression analysis conducted to predict the variable of organizational effectiveness

Variable	B	$\beta$	t	Sig.	R <sup>2</sup>	F
Perceived organizational support	105.528, 0.822	0.371	9.561, 5.626	0.000, 0.000	0.138	31.667

According to Table 3, perceived organizational support ( $\beta = 0.371$ ) had an effect on organizational effectiveness. The perceived organizational support predicted 13.8% of the variance of the organizational effectiveness ( $R^2 = 0.138$ ).

## CONCLUSION

In general, according to the attained results, there was a significant and positive relationship among perceived organizational support and organizational effectiveness. Perceived organizational support effect has on organizational effectiveness. This findings was consistent with the results of studies performed by Nay and Wit (1993), Randal *et al.* (1999), Cropanzano *et al.* (1997), Eisenberger *et al.* (1990), Allen *et al.* (2003), Jawahar and Hemassi (2006) and Maertz *et al.* (2007).

Generally, the more the organizational support felt by employees, the higher the effectiveness of the organization. Moreover, if employees understand that they are supported by their organizations, they get the feeling that the organization will not leave them alone when encountering problems and they will be backed up. According to the social exchange theory, employees mutually return this support by increasing the quantity and quality of their research.

Now a days, the perceived organizational support is applied as a prominent explanatory framework for being cognizant of the relationship between the employees and organizations. Organizations should not be solely regarded as means of producing goods or services and it should be noted that a large number of people devote major portions of their lives to their organizations. Therefore, there are significant influences on both parties in the interactions between employees and organizations.

When employees feel that their feelings and opinions are honored in the workplace and they are supported in all contexts; they are not separate from their organizations and have a good sense of responsibility and commitment towards their organizations. The perceived organizational supports bring about such significant consequences for individuals and organizations that will result in enhancing the employees' job satisfaction, incentives to progress, positive attitudes and physical health. In addition, from an organizational angle, the perceived organizational supports would lead to employees' growing commitment, improved performance, citizenship behavior and participation and on the other hand, it would reduce

turnover and the destructive organizational behaviors which lay the groundwork for increasing effectiveness in organizations.

Eisenberger *et al.* (2002) indicated that the employees' sense of belonging and satisfaction from their jobs would increase the organizational support and its perception by employees which results in increasing effectiveness in organizations. In a study conducted by Lee and Feccei (2007), the results demonstrated that there was a significant relationship between the perceived organizational support and organizational commitment. Also, Chiang and Hsieh concluded that there was a significant relationship between the perceived organizational support and job performance.

To boost efficiency and effectiveness in organizations, employees should be paid attention, their interests should be considered, their desires should be given priority, actions should be taken in line with their interests, their work should be valued, their positive actions should not be ignored, their success should be followed, they should be supported by organizations, organizations should be trusted, a strong attachment should be formed between the two, they should remain loyal to the organizational objectives and their inner incentives should be increased to work more.

## REFERENCES

- Allen, D.G., L.M. Shore and R.W. Griffeth, 2003. The role of perceived organizational support and supportive human resource practices in the turnover process. *J. Manage.*, 29: 99-118.
- Cropanzano, R., J.C. Howes, A.A. Grandey and P. Toth, 1997. The relationship of organizational politics and support to work behaviors, attitudes and stress. *J. Organiz. Behav.*, 18: 159-180.
- Eisenberger, R., F. Stinglhamber, C. Vandenberghe, I.L. Sucharski and L. Rhoades, 2002. Perceived supervisor support: Contributions to perceived organizational support and employee retention. *J. Appl. Psychol.*, 87: 565-573.
- Eisenberger, R., P. Fasolo and V. Davis-LaMastro, 1990. Perceived organizational support and employee diligence, commitment and innovation. *J. Applied Psychol.*, 75: 51-59.
- Eisenberger, R., S. Armeli, B. Rexwinkel, P.D. Lynch and L. Rhoades, 2001. Reciprocation of perceived organizational support. *J. Applied Psychol.*, 86: 42-51.

- Hoy, W.K. and C.G. Miskel, 1987. Educational administration: Theory, research and practice. Random House Trade, 23: 42-51.
- Hutchison, S., 1997. Perceived organizational support: Further evidence of construct validity. *Educ. Psychol. Meas.*, 57: 1025-1034.
- Jawahar, I.M. and P. Hemmasi, 2006. Perceived organizational support for women's advancement and turnover intentions: The mediating role of job and employer satisfaction. *Women Manage. Rev.*, 21: 643-661.
- Lee, J. and R. Peccei, 2007. Perceived organizational support and affective commitment: The mediating role of organization-based self-esteem in the context of job insecurity. *J. Organizational Behav.*, 28: 661-685.
- Maertz, C.P., R.W. Griffeth, N.S. Campbell and D.G. Allen, 2007. The effects of perceived organizational support and perceived supervisor support on employee turnover. *J. Organiz. Behav.*, 28: 1059-1075.
- Marjani, A.B. and M. Soheilipour, 2012. The relationship between organizational intelligence and staff performance based on the model of Karl Albrecht (the case of Iran branch, China national petroleum company). *Int. J. Bus. Social Sci.*, 3: 152-158.
- Moogheli, A., A. Hasanpour and M. Hasanpour, 2010. The relationship between empowerment and organizational commitment of employees in nineteen separate areas of education organization in Tehran. *J. Public Admin.*, 2: 119-132.
- Nye, L.G. and L.A. Witt, 1993. Dimensionality and construct validity of perceptions of politics scale (POPS). *Educ. Psychological Meas.*, 35: 821-829.
- Randall, M.L., R. Cropanzano, C.A. Bormann and A. Birjulin, 1999. Organizational politics and organizational support as predictors of work attitudes, job performance and organizational citizenship behavior. *J. Organiz. Behav.*, 20: 159-174.
- Riggle, R.J., D.R. Edmondson and J.D. Hansen, 2009. A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *J. Bus. Res.*, 62: 1027-1030.
- Zhang, M., H. Li and J. Wei, 2008. Examining the relationship between organizational culture and performance: The perspectives of consistency and balance. *Front. Bus. Res. China*, 2: 256-276.
- Ziapour, A., A. Khatony, N. Kianipour and F. Jafary, 2015. Identification and analysis of labor productivity components based on achieve model (case study: Staff of Kermanshah university of medical sciences). *Global J. Health Sci.*, 7: 315-321.