

Relationship between Organizational Support and Job Performance

MUHAMMAD AQEEL
BS-(P&G Engineering), BUIITEMS
Quetta, Pakistan
SYED NISAR AHMED
Visiting Faculty Member, BUIITEMS
Quetta, Pakistan

Abstract:

The intention of the study was to examine the relationship of Organizational Support and Job Performance. In order to analyze the primary data the collection technique, that is questionnaire, was used. It was disbursed to 100 individuals. The findings of the study revealed the organizational support and job performance to experience are positively associated with each other; the study also found that organizational support and job performance are directly related to each other. As the support to the employee is enhanced, the employee performance gets affected positively. The intensity of this relationship depends upon how much employees are highly supported from the organization to experience things at work without hesitation.

Key words: Organizational support, Job performance

Introduction:

According to the researchers Eisenberger, Huntingdon, Hutchinson and Sowa (1986), “Worldwide the organizations always believe in their employees and respect their wellbeing for the organization.” Such belief between employees and their employing organization is known to be organization support to

employee. High levels of organizational support create feelings of obligation to the employers and the result is that the individuals perform the work from the core of their heart and their job performance improves. This is very helpful to achieve the organizational goals and objectives and the individual engages with the organization. From the social exchange perspective, research has revealed that organizational support is positively related to job performance (Eisenberger et al. 1986).

The purpose of this study is to find the relationship between organizational support and job performance. This study is unique from the previous study in three ways. First this study is different from the study of Sabine Sonneting (2010), who studied job performance, and from the one by Zainal Ariffin Ahmad, Zeinab Amini Yekta (2010), who studied the organizational support separately. Secondly there is no study conducted between these two variables according to this literature so there is no model of correlation being analyzed. Thirdly this study has been conducted in Pakistan and here no study has been conducted before.

Nowadays organizations believe that the employee performance increases by giving him support and making the environment of the organization as such that he feels free to think and increase the creativity. Through this study the policy makers of the organizations easily feel the employee requirements that the employers expect from the organization. For researchers this study assists them to continue research from this literature and further they could conduct this research internationally. For students, this research would open new avenue of research to enhance the student knowledge.

Literature Review

Organizational Support:

Research tells us that workers develop worldwide thinking

about the level to which their employing party both values their assistance and cares about their happiness (Eisenberger, Huntington, Hutchison & Sowa 1986). Hutchison & Sowa in (1986) define organizational support as the organization should take care of their employees by giving rewards for their loyalty and effort for organization. Organization must take care of the employees for their wellbeing and loyalty to the organization. (Eisenberger 1990)

When the person working with an organization did work hard to achieve the goals and objectives of the organization and always obeyed the order of his/her supervisor and completed work within a given time, for this loyalty and regularity, the organization should courage him by giving social rewards such as best employee award or the employee of the year award etc. (Mathieu and Zajac 1990).

H1: Organizational support and job performance are positively associated.

Job Performance:

The researcher defines the job performance referring to the action of the employee during work (Campbell 1990). Moreover, performance includes the specific behavior of the people (e.g: to satisfy the customer, teaching the university level students), which shows that only action can be counted as performance (Campbell et al. 1993)

Job performance is highly related to the organizational support. An individual must show high performance to achieve the target of the organization. (Kanfer et al. 2005). The individual who shows high performance should be awarded, honored and given promotion by the organization. The career opportunities of those individuals who perform well are greater than in the case of those who are moderate or low performers. (Van Scottter et al. 2000)

Job performance must be differentiated from efficiency or productivity. (Pritchard et al. 1992). In general, task

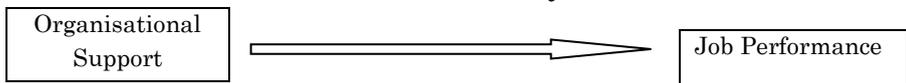
performance includes the activities that transform the materials into goods and allow for efficient functioning of the organization. (Motowidlo et al. 1997).

H0: Organizational support and job performance are negatively associated.

Methodology:

Following the method of expediency sampling, a sample of 100 students of three or more teachers of the public sector university was selected to collect the primary data for this study. For this purpose self-administered questionnaires were used. Out of the 100 questionnaires, 99 questionnaires were received back. The response rate was 99%. The questionnaire contained a total of 10 objects out of which 5 items were for organizational support and 5 items were for Job performance. The Organizational support and Job performance items were adopted and adapted from the previous studies separately conducted on these two variables. The reliability values of the scale are shown in the correlation metrics ahead. To test the hypothesis, regression and correlation analysis were used.

Model of study:



		Frequency	%age
Gender	Male	84	84.8
	Female	15	15.1
Age	15-20	17	17.1
	21-25	69	69.6
	26-35	13	13.1
Education	Bachelors	91	91.9
	Masters	5	5.0
	M.phil.	2	2.0
	Ph.D.	1	1.0

Experience	0-10 month	83	83.8
	1-5 years	16	16.1

Table.1 Demographic

Results and discussion:

1. Correlation Analysis:

The correlation among the two variables namely Organizational support and Job performance was checked, the results of which are reported in the correlation matrix. Both variables in the study are found to be highly correlated with each other. Throughout the analysis, Organizational support will be denoted by OS and Job performance will be denoted by JP.

	OS1	OS2	OS3	OS4	OS5	JP1	JP2	JP3	JP4	JP5
OS1	1	.192	.385**	.174	.270**	.173	.278**	.442**	.366**	.371**
OS2	.192	1	.087	.371**	.029	.210*	.158	.095	.246*	.175
OS3	.385**	.087	1	.064	.206*	.158	.256*	.201*	.219*	.193
OS4	.174	.371**	.064	1	-.135	.166	-.166	.137	.051	.201*
OS5	.270**	.029	.206*	-.135	1	.011	.119	.154	.367**	.076
JP1	.173	.210*	.158	.166	.011	1	-.033	.210*	.053	.113
JP2	.278**	.158	.256*	-.166	.119	-.033	1	.217*	.210*	.202*
JP3	.442**	.095	.201*	.137	.154	.210*	.217*	1	.445**	.284**
JP4	.366**	.246*	.219*	.051	.367**	.053	.210*	.445**	1	.096
JP5	.371**	.175	.193	.201*	.076	.113	.202*	.284**	.096	1

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

*****. Correlation is significant at the 0.05 level (2-tailed)

Table 2: Correlation

	<i>OS</i>	<i>JP</i>
<i>OS</i>	1	.548**
<i>JP</i>	.548**	1

****** Correlation is significant at 0.01 level of significance

Table: 3: Correlation Matrix

Tables 2 and 3 shows the correlation matrix. As shown in the table, Organizational support correlated to job performance is found to be 0.548. The correlation values show that Organizational support is strongly and positively correlated to

Job performance at the significance level of 0.01.

2. Regression Analysis:

To test the hypothesis of the study, regression analysis was used in the third step. In order to examine the *H1 and H0* of the study, regression was run keeping Organizational support as independent and job performance as dependent variable, the results of which are as follows:

<i>Variables</i>	<i>B</i>	<i>t-stat</i>	<i>Significance</i>
OS	.537*	6.445	0.000

R square = 30 %	Adjusted R square = 29.3%
------------------------	----------------------------------

** Correlation is significant at 0.01 level of significance

Table 4: Regression Analysis

The above table reveals that the coefficient of organizational support is 0.537, which is positive and highly significant at 0.01 level of significance. The t-stats of organizational support is 6.445, which also shows that the result is highly significant. The overall fit of the model is 30% (adjusted R square = 29.3%). Hence Organizational support is found to be positively associated with Job performance, accepting both *H1* and *H0*.

Recommendations and practical implications:

Following are the recommendations drawn from the results of this study.

- Managers should give full organizational support to the employee.
- Managers should reward to the employee for their well being to achieve the organizational goals and objectives.
- Managers should distribute responsibilities to right persons and place them at the right place for them.
- Organization should give the permission that the

employees should take decisions on their own behalf.

- Organization should give full authority to employees to do their job in his own way.
- The job performance is increased by enhancing the organizational support.

Limitations and future research:

This study has some limitations. The main limitation of this study is that the sample size is not large enough. Future research should be conducted on large sample size.

Another limitation of the study is that the time is so short that the data collection is limited and not collected from the people from all fields of life. Future studies should collect data from a desired set of organizations.

In addition, the research was limited to two variables only. Future studies should include other variables and correlate them.

Another limitation is the budget - for this study it is too short so the study is conducted in a limited organization only. Future research should be conducted from all fields of life.

At last the data was collected from the organizations of Pakistan only. Future research should conduct the study in different contexts such as data collect from international organizations as well.

BIBLIOGRAPHY:

Arraya, M. and Pellissier, R. 2013. "Productivity measurement in a sports organization." *Southern African Business Review* 17: 98-127.

Bindl, U. K. and Parker, S. K. (in press). "Proactive work behavior: Forward-thinking and changeorientedaction in organizations." In *APA handbook of industrial and*

- organizational psychology*, edited by S. Zedeck. Washington, DC: American Psychological Association.
- Dogan, U. and Ayse, B. 2010. "Perceived Organizational Support and Organizational Commitment: The Mediating Role of Organization Based Self-Esteem." *Dokuz Eylül Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi* 25: 85-105.
- Eisenberger, R. Fasolo, P. and Davis-Lamastro, V. 1990. "Perceived Organizational support and employee diligence, commitment and Innovation." *Journal of applied Psychology* 75: 51-59.
- Fabian, O. and Chinelo, H. 2013. "The Cost of Unfulfilled Promise: Perceived Psychological Contract Breach, Organizational Support and Employee Work Engagement in a Mismanaged Economy." *Interdisciplinary Journal of Contemporary Research in Business* 5:134-155.
- LaMastro, V. 1999. Commitment and Perceived Organizational Support. *National Forum of Applied Educational Research Journal* 12: 1-14.
- Podsakoff, Philip M., MacKenzie, Scott B., Paine, Julie Beth, and Bachrach, Daniel G. 2000. "Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research." *Journal of Management* 26(3): 513-563.
- Rotundo, M. 2002. "Defining and Measuring Individual Level Job Performance." *Rotman School of Management University of Toronto* 2: 45-110.