PERCEIVED ORGANIZATIONAL SUPPORT AS PREDICTOR OF ORGANIZATIONAL COMMITMENT

Perceived Organizational Support as Predictor Of Organizational Commitment: A Comparative Study On Public And Private Sector Nurses

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Abstract

Organizational commitment is an important employee’s job related behavior and Perceived organizational support plays a vital role in enhancing employees’ organizational commitment. As the employees’ commitment is increased, employees feel more obligated and committed towards their organization that leads to favorable benefits such as organizational effectiveness, reduce turnover, improve performance, and reduce absenteeism. The purpose of the study was to investigate the impact of perceived organizational support on organizational commitment. Furthermore, study was carried out to answer certain questions regarding perception of nurses’ towards perceived organizational support and organizational commitment and their relationship with each other. Moreover it aims at examining the difference, in level of organizational commitment of the nurses working in public and private hospitals in Lahore. Four hospitals were chosen from Lahore. Sample of 200 nurses from 2 private and 2 public hospitals were taken randomly. Likert-type questionnaire was developed with 20 statements to determine the strength between perceived organizational support and organizational commitment. Autocorrelation was used as an analytical procedure. The findings indicate that there is a positive correlation between Perceived Organizational Support and organizational commitment, and the Perceived Organizational Support is significantly affected by the organizational commitment.

Keywords: Perceived Organizational Support, organizational commitment, Nurses, Pakistan.
1.0 Introduction

Research on perceived organizational support shows that as organization concerns about the commitment of employees to them, same way employees are also concerned with the commitment of organization to them. Employees need to be highly valued, as organization is the main source of their tangible benefits, such as medical benefits and salary, and social benefits, such as, admiration and caring. An indication by the organization to be rewarded for increasing effort provide essence of commitment which stick the employees to the organization.

Employees need to be valued and are more concerned with the commitment of organization to them, being valued by the organization yield such benefits like pay, promotion, respect, other forms of aids, and access to information by which they can carry their jobs better. Reciprocity norm applied by both employee and employer in their relationship lead them with beneficial results. When people are treated well, the reciprocity norm obligates encouraging fulfilling once action in return (Gouldner, 1960). perceived organizational support is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory (Rhoades and Eisenberger, 2002).

Perceived organizational support concept is getting admired day by day in the management sphere of modern business world especially in the service sector. Organizational support, organizational commitment and satisfaction are strongly connected with motivation and performance. There are different types of assets that collectively make an organization work and make it successful out of which human resource is the most valuable asset and makeup the
workforce of the organization. So in today’s business world firm’s competitiveness is based on the competence on its human resource. Most of all organizational support is very important for the development of the employees. If employees are valued and rewarded in the organization they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization. Moreover, organizational commitment is identified as a factor which support the attachment of an employee with the organization (Mowday, 1998).

The purpose of this research is to explore the impact of perceived organizational support (three conditions impacting support includes Supervisor’s support, Organizational rewards and conditions, and Fairness in procedural justice) on organizational commitment of nurses. This study also focus on finding the impact of perceived organizational support on employees ‘organizational commitment in four hospitals in Lahore. Committed nurses render a high quality services to the patients and resulted to continuous improvement in quality.

2.0 Literature Review

2.1 Perceived Organizational Support

Organizational support is important as it guarantees assistance provided by the organization to deal with the demanding conditions, and to carry out ones job efficiently and effectively (George, Reed, Ballard, Colin & Fielding, 1993). Employees need to be valued and they are more concerned with the commitment of the organization to them, and being valued by the organization yield such benefits like pay, promotion, admiration, other forms of aids, and access to information by which they can carry their jobs better. Reciprocity norm applied by both employee and employer in their relationship lead them with beneficial results. When people are treated well, the reciprocity norm obligates encouraging fulfilling once action in return
(Gouldner, 1960). Organization is responsible (financially, morally, and legally), for the actions of its employees and structures such rules, policies and behaviors and impose them. If employees consider that as a result to organizations voluntary actions perceived organizational support is mostly contributed by rewards provided by the organization to the employees such as: promotion, pay, to make organizational policies (Eisenberger et al., 1997; Eisenberger et al., 1986; Shore & Shore, 1995). Employees obviously believe that negative or positive effects towards them are both due to their contributions and welfare. According to Eisenberger et al., (1986) in organizational support theory there exists three forms of encouraging treatments through which perceived organizational support should be increased they are organizational job conditions and rewards, supervisors support, and fairness. Shore and Shore (1995) pionted out that resource distribution decisions should show fairness that effects the perceived organizational support indicating concern for employee’s welfare.

According to Cropanzano and Greenberg (1997) perceived organizational support is effected by structural aspects includes formal rules and policies decisions and their implementations regarding employees whereas social aspects contains employees are being treated with respect and decorum and providing them with information how to determine final results. Generally word supervisor is used for organization as employees are well aware that their assessment is often conveyed to upper management and further employees associations of supervisor support contribute to perceived organizational support (Kottke & Sharafinski, 1988; Malatesta, 1995; Rhoades et al., 2001; Shore & Tetrick, 1991; Yoon, Han, & Seo, 1996; Yoon & Lim, 1999). Friendly behavior results in positive relations with coworkers and supervisors whereas negative affectivity results in unfriendly and aggressive behavior which prohibits the development of favorable working relations and reduces perceived organizational support. According to (Aquino
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& Griffeth, 1999) as a result of organizations treatment with employees their behavior is effected which in return might influence perceived organizational support.

Rhoades and Eisenberger (2002) stated that perceived organizational support was directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory. Mullen et al. (2006) examined that training effects respondents, outcomes, commitment and transfer of training, due to training there is great change in the perception of perceived organizational support, and this change may be negative or positive and can be understand by observing pre and post training tests. Eisenberger et al. (1990) stated that there exist positive relationships of perceived support with job attendance and performance. Perceived support was positively related to performance outcome expectancies and affective attachment, and the productiveness of unspecified suggestions for helping the organization. Supervisor support possessed lot of contribution towards perceived organizational support and in return turnover intention. As perceived organizational support directly relate to supervisor support which shows that supervisor support leads to perceived organizational support, and through this relation supervisors status increased in the organization. Whereas perceived organizational support links negative relationship of employee turnover and perceived supervisor support (Eisenberger, 2002).

2.2 Organizational Commitment

Organizational commitment was introduced in the field of Organizational Behavior in the early 1950s and ever since it has continuously been taken as the topic of interest (Aryee & Heng,
Many studies have been taken into account on organizational commitment because of the harness potential benefits. As indicated by Meyer & Allen (1997); Mowday (1998), organizational commitment can lead to favorable benefits such as organizational effectiveness, reduce turnover, improve performance, and reduce absenteeism, if managed properly. Organizational commitment has been studied in all sectors (non-profit, public, private) even internationally. In early research, organizational commitment was focused to define the concept, now it continues to examine the two popular approaches: commitment-related behaviors and commitment-related attitudes, and in past thirty years, many different outcomes and antecedents have been identified (Angle and Perry, 1981; Mowday et al, 1979; Hall, 1977). Furthermore, Bateman and Strasser (1984) stated the importance of studying organizational commitment as its related to job satisfaction, employees' performance, effectiveness, and behavior, personal characteristics such as job tenure and age, job responsibility of the employee.

Scholl (1981) stated that organizational commitment is defined as the attitude of the employee towards his job or the strength that attaches an employee to the organization. And it is an approach to commitment that someone adheres to it. Moreover, organizational commitment is identified as a factor which supports the attachment of an employee with the organization (Mowday, 1998). Buchanan (1974) defined organizational commitment in his own words, as it is a link between organization (employer) and the employee.

2.3 Perceived Organizational Support and Organizational Commitment

Three component model of organizational commitment of Allen and Meyer is used in combination with Eisenberger et al.’s model of perceived organizational support. Confirmed that
despite of external qualifications, gender and type of job, organizational commitment is low and it declines with increase in years of job, age and title. This decrease in level of commitment is harmful for both organization and employees. It can be increased when contribution of employee with its organization authenticate to b satisfying. It may be tackled by providing police officers benefits which increase sense of responsibility among them and chance to involve their selves in acquiring additional training and skills. Moreover, Perryer et al. (2010) observed that commitment and perceived organizational support was an important predictor of turnover intention. Employees with high level of organizational support but low level of commitment will have less possibility to leave the organization. Makanjee et al. (2006) analyzed that to which extent perceived organizational support increases the commitment of radiographers identified the direct relationship between organizational commitment and perceived organizational support, whereas indirect relationship between rendering quality services and turnover intention. Additionally Perceived organizational support was positively related to performance outcome expectancies and affective attachment, and the productiveness of unspecified suggestions for helping the organization (Eisenberger, 1990).

3.0 Research Methodology

3.1 Hypothesis

H1₀: There exists no relationship between Perceived Organizational Support and Organizational commitment.

H1₁: There exists relationship between Perceived Organizational Support and Organizational commitment.
3.2 Population

Four hospitals were included in the study. Nurses of the two private and two government hospitals in Lahore constitute the population of this study. There is a diverse nursing population. There are 906 hospitals working in Pakistan, (“Pakistan health & pharmaceuticals sector,” n.d.). In Lahore there are 22 Government and 230 are Private (www.merapakistan.com). Majority of nurses were staff nurses/registered nurses.

Table # 3.1

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Selected Public Hospitals</th>
<th>No of beds</th>
<th>Sr. No</th>
<th>Selected Private Hospitals</th>
<th>No of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Fauji Foundation Hospital</td>
<td>170</td>
<td>1.</td>
<td>National Hospital</td>
<td>100</td>
</tr>
<tr>
<td>2.</td>
<td>Children Hospital</td>
<td>418</td>
<td>2.</td>
<td>Ittafaq Hospital</td>
<td>110</td>
</tr>
</tbody>
</table>

3.3 Sample

Hospitals are located in Lahore. Multistage sampling technique was used to select the sample. It includes two steps.

Firstly: Two private and two public hospitals were selected randomly in Lahore.
Secondly: Total 250 nurses were selected randomly as a sample out of which 125 were from public and 125 from private hospitals.

Random sampling technique is said to be more appropriate technique for the generalizability of the findings. The questionnaire was personally administered from the nurses of the selected hospitals who were present at the time of visit.

Table# 3.2

Selection of Nurses

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Selected Public Hospitals</th>
<th>Total Nurses</th>
<th>Selected Nurses</th>
<th>Sr. No</th>
<th>Selected Private Hospitals</th>
<th>Total Nurses</th>
<th>Selected Nurses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Fauji Foundation Hospital</td>
<td>220</td>
<td>125</td>
<td>1.</td>
<td>National Hospital</td>
<td>300</td>
<td>125</td>
</tr>
<tr>
<td>2.</td>
<td>Children Hospital</td>
<td>650</td>
<td>125</td>
<td>2.</td>
<td>Ittafaq Hospital</td>
<td>550</td>
<td>125</td>
</tr>
</tbody>
</table>

3.4 Instrument of Research

The study aimed to investigate the relationship between perceived organizational support and Organizational commitment of nurses in Lahore. To achieve this purpose the perceived organizational support and level of Organizational commitment among the nurses of these hospitals was to be measured. The researcher followed the description of perceived organizational support and organizational commitment, in developing the instrument of the
study. A five point Likert-type rating scale (a good technique to measure the attitude, (Dawes, 2008). With scale points: strongly agree (SA), agree (A), neutral (N), disagree (DA), and strongly disagree (SD), was developed, validated and used with scores 5 to1 respectively. The 20 statements were finalized for the questionnaire in the light of the suggestions of the panel of the experts. The instrument consisted of two parts: the parts contained items 10 each elated to the measurement of perceived organizational support and organizational commitment among nurses of selected hospitals. The 10 items in the first part were related to three variables of organizational support: Organizational rewards and conditions, Supervisor’s support, Fairness, in procedural justice. The second part of the questionnaire also contained 10 items; related to the measurement of organizational commitment. A pilot study was conducted on 20 nurses working in hospital. At the end of this survey 8 of the respondents were interviewed about the difficulties they faced in filling the questionnaire. All the respondents were satisfied with the language and clarity of statements in the questionnaire. On the basis of data collected in the pilot testing Cronbach alpha co-efficient was used to check the reliability of the instrument, and it was found 0.737. This value of co-efficient was satisfactory, as the value of Cronbach Alpha 0.7 was considered acceptable.

3.5 Data Collection

For the collection of data from the sampled units, the researcher contacted the relevant administration by visiting personally. The researcher personally visited the selected hospitals in Lahore and distributed 125 questionnaires to the respective nurses of both the selected public hospitals. The researcher received 105 completed questionnaires within two weeks through follow up, but remaining 20 respondents did not return the questionnaires.
The researcher personally visited two private hospitals, after the appointments with the administration of the selected hospitals. 125 questionnaires were distributed among nurses through their respective authorities, with a request to return the questionnaires in person. The respondents were followed up on telephone and questionnaires received were 108.

Table# 3.3

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>Distributed</th>
<th>Returned</th>
<th>Not Returned</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>125</td>
<td>105</td>
<td>20</td>
<td>84%</td>
</tr>
<tr>
<td>Private</td>
<td>125</td>
<td>108</td>
<td>17</td>
<td>86.4%</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>213</td>
<td>37</td>
<td>85.2%</td>
</tr>
</tbody>
</table>

4.0 Analysis Of Data

Data related to personal variables were coded and entered to the computer using SPSS (16.0) software as it was most widely available and powerful statistical software package. The responses of the nurses regarding organizational support and job satisfaction were scored assigning score 1 to strongly disagree, score 2 to disagree, score 3 to neutral, score 4 to agree and score 5 to strongly agree. The negative items were scored reverse. The entered data were edited. There were 13 respondents who returned incomplete questionnaires (more than 25%) blank, these questionnaires were excluded from analysis leaving total sample 200 (100 from public and 100 from private hospitals) respondents. The data regarding these 250 respondents was edited.
For blank responses mid-points (average) was considered appropriate, as five-point Likert-type scale was used and the blank responses were dealt as neutral responses and scored as such.

It was investigated whether the correlation exists between the variables of organizational support and commitment on the basis of responses of nurses. Correlation co-efficient matrixes were calculated for two variables of organizational support and commitment for this purpose.

4.1 Demographical Analysis

Table 4.1

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
<td>20%</td>
</tr>
<tr>
<td>Female</td>
<td>160</td>
<td>80%</td>
</tr>
<tr>
<td>Age of respondents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 21</td>
<td>7</td>
<td>3.5%</td>
</tr>
<tr>
<td>21-25</td>
<td>77</td>
<td>38.5%</td>
</tr>
<tr>
<td>26-30</td>
<td>65</td>
<td>32.5%</td>
</tr>
<tr>
<td>31-35</td>
<td>25</td>
<td>12.5%</td>
</tr>
<tr>
<td>36-40</td>
<td>9</td>
<td>4.5%</td>
</tr>
<tr>
<td>41-45</td>
<td>8</td>
<td>4.0%</td>
</tr>
<tr>
<td>Above 45</td>
<td>9</td>
<td>4.5%</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.1 shows the demographical characteristics of respondents. Table shows that age of respondents of 38.5% falls in 21-25 years, 32.5% falls in 26-30 years, 12.5% falls in 31-35 years, 4.5% falls in 36-40 years and above 45, 4% falls in 41-45 years and 3% falls in less than 21 years. So our analysis shows that most of the respondents fall in the age of 21-25 years and 26-30 years. 80% respondents were Female and only 19% were Male. So our analysis shows that most respondents were Female. Those 51% respondents were married and 49% were single. So our analysis shows that most respondents were married. Table shows that 55% respondents had
work experience of 1-5 years, 28.5% had 6-10 years, 5% had 11-15 years, 3.5% had 21-25 years, 3% had 16-20 and 26-30 years, 2% had above 30 years. So our analysis shows that most of the respondents had work experience of 1-5 years and 6-10 years. Table shows that 91.5% respondents were Staff Nurses and only 8.5% were LHV Nurses. So our analysis shows that most respondents were Staff Nurses. Table shows that 75% respondents were permanent employees and 25% were on contractual basis. So our analysis shows that most respondents were permanent.

4.2 Regression Results

4.2.1 Model summary Dependent Variable: Organizational commitment

Table 4.2.1 shows that

1. The value of R-square (R=0.028) shows that if the 1% change incurred in Perceived Organizational support then the dependent variable Organizational Commitment will be changed with 3% approximately.
2. The value of Durbin-Watson (d=1.418) indicates that there is no autocorrelation between the variables.

4.2.2 Impact of Perceived Organizational Support on Organizational Commitment

ANOVA for Regression Analysis:

Table# 4.2.2

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Significant Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.334</td>
<td>1</td>
<td>1.334</td>
<td>5.619</td>
<td>0.019**</td>
</tr>
<tr>
<td>Residual</td>
<td>47.021</td>
<td>198</td>
<td>0.237</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>48.355</td>
<td>199</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Significant value<0.01 **Significant value<0.05

Table 4.2.2 show that

1. The Organizational Commitment improves due to Perceived Organizational Support.

2. The value of F (1, 198) is 5.619 and significant value is 0.05 at α=0.019
4.2.3 Regression coefficients

Table #4.2.3

<table>
<thead>
<tr>
<th>Factors</th>
<th>Un-standardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig. value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.029</td>
<td>0.275</td>
<td>11.023</td>
<td>0.000*</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>0.212</td>
<td>0.089</td>
<td>0.166</td>
<td>2.370</td>
</tr>
</tbody>
</table>

Significant value<0.001, **Significant value<0.05

Table 4.2.3 shows that

1. Perceived Organizational Support is significant because the significant value is 0.019 at α=0.05

2. The beta value shows the positive relationship of Perceived Organizational Support with Organizational Commitment and the proportionate change of 17% approximately in case the independent variable is change with 1%.

3. Development is significant because its significant value is 0.058 at α=0.10.
4.2.4 Correlation Between Perceived Organizational Support, Job Satisfaction And Organizational Commitment

Pearson correlation (2-tailed) test has been run to analyze the correlation between independent variable (Perceived Organizational Support) and dependent variables (Job Satisfaction and Organizational Commitment).

Table #4.2.4

<table>
<thead>
<tr>
<th>Factors</th>
<th>Correlation (r)</th>
<th>Significance value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Organizational Support</td>
<td>1</td>
<td>0.000</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.166</td>
<td>0.019**</td>
</tr>
</tbody>
</table>

*Correlation is significant at 0.001 level (Significance value<0.001)

**Correlation is significant at 0.05 level (Significance value<0.05)

Table 4.2.4 represents the following:

1. The Perceived Organizational Support is positively correlated with Organizational Commitment. The value of Pearson correlation of coefficient (r=0.166) is significant at α=0.05.

2. The Perceived Organizational Support has least effect or least correlated with Organizational Commitment as per the value of correlation coefficient.
5.0 Findings Of The Research Study

The research questions have been answered and the objectives have been achieved. The research revealed important findings regarding Perceived Organizational Support and organizational commitment. Findings and influence of Perceived Organizational Support on the organizational commitment proved to be valid and significant in the study. It showed that Organizational Support was perceived to be the medium to enhance organizational commitment as they have positive and significant relation between them. To promote OC Nurses identified different conditions and behaviors, like reasonable salaries, unbiased workload and adequate autonomy contribute to the commitment of Nurses towards is organization.
6.0 Conclusion

The findings indicate that there is a positive correlation between perceived organizational support and organizational commitment. The perceived organizational support significantly affected by the organizational commitment at (P<0.01) 0% level of significance, while organizational commitment significant at 5%. This means that the nurses in hospital having the support at their organizational level they will perform better, committed with their jobs and their organizational work. The regression coefficients give the similar results in which the dependent variable (organizational commitment) significantly related with independent variable perceived organizational support. The study also reveals that to which extent perceived organizational support contributes towards organizational commitment. It helps the nurses in realizing its worth and also motivates them towards more challenging work.
References


