

Varun Sharma, R. P. Juyal

Organizational Support and Commitment as Correlates of Job Satisfaction

***Varun Sharma, **Dr. R. P. Juyal**

**MBA (HR), BVP, PUNE, **Asso. Prof., N.A.S. College, Meerut.*

Abstract

The present study aimed to investigate the relationship between organizational support and job satisfaction as well as organizational commitment and job satisfaction. Participants for the present study were employees working in banking sector in the district Meerut with the help of purposive sampling. The sample consisted of 120 in number working as full time employees. Standardized inventories have been used to assess organizational support, organizational commitment and job satisfaction. Obtained data were analyzed with the help of correlation analysis to attain the objectives of study. A positive correlation has been found among organizational support and commitment and job satisfaction. In conclusion it was said that as the organizational support and commitment increase, job satisfaction also raise high.

Keywords : *Civilization, Majority, Hypotheses, Variables*

Reference to this paper should be made as follows:

Varun Sharma, Dr. R. P. Juyal, Organizational Support and Commitment as Correlates of Job Satisfaction, RJPSSs 2017, Vol. 43, No.34, pp. 256-263
http://anubooks.com/?page_id=2012
Article No. 34 (RJ1910)

Introduction

Since the dawn of civilization, the human-being is continuously striving for a meaningful survival. Social and scientific development lead to tremendous changes in ways people live their working life. Although, it is said that change is the law of nature and important for any civilization. However, change is not always pleasant. It may be painful, struggling, full of experience of loss as well as joy and victory. In the present times, people manifest their survival efforts mostly by working in fields, factories, or different organizations. All these spheres of working for survival undergo the process of constant change. Job satisfaction is the general attitude that results from many attitudes in three areas, namely specific job factors, an individual's characteristics, and group relations outside the job (Blum & Naylor, 1968). In their study Nateson and Radhai (1990) found in his study that supervisors tend to show greater job satisfaction than the executives. The majority of executives had a low level of job satisfaction, whereas the majority of supervisors had a moderate level of job satisfaction. Salary, opportunity for advancements, job security, and working conditions were regarded by most of the executives as important factors of job satisfaction. Job security, working conditions, and coworkers' behavior were important factors of job satisfaction according to most of the supervisors. The study of Singh and Pestonjee (1990) indicated that clerks experience more job satisfaction than bank officers. The officers showed higher job involvement and more participation in decision making than clerks.

The present era is to be said the era of stress. Which is pervaded everywhere whether personal or family life, whether social life or work life of an individual. Work-stress can be defined as a response in the condition of work, proved to be harmful when the requirement to do the job does not match to the actual or perceived ability (Folkman, Lazarus, Pimley, & Novacek, 1987). Recent research indicates that when employees feel supported in the workplace they become better equipped to deal with everyday work-stressors (Cropanzano, Howes, Grandey, & Toth, 1997). Work-stress is often found to be correlated with negative mental health outcomes of staff members.

Organizational Support and Commitment

Social Exchange Theory has been used to contextualize such work social interactions (e.g., management support) from a cost-benefit perspective. It is often seen that when perceived organizational support is high employees tend to report experiencing less psychological stress, and suggesting they perceive fewer threats in the workplace. Eisenberger, Huntington, Hutchison, and Sowa (1986) proposed

Varun Sharma, R. P. Juyal

that workers form assumptions about how valuable they are to an organization, and this combined with their assessment of how the organization cares about them is referred to as their perceived organizational support. However, few studies have examined perceived organizational support in relation to work-stress and employees' health. One study has examined perceived organizational support in relation to work-stress and fatigue (Cropanzano et al., 1997). The results of various studies also suggest that the work support may buffer against the putative adverse impact of high work-stress on mental health (Vermeulen & Mustard, 2000). But in another study, work support was not found to be moderate between high work-stress and psychological stress in nurses (Bourbonnais et al., 1999). Although, in other studies of Kopp et.al. (2008) low workplace social support was linked to depressive symptoms.

In addition, in the general health literature, social support is a well-known moderator of high-stress to health outcome associations including depression and fatigue (Thorsteinsson & Brown, 2009; Zhang, Shi, Wang et al., 2005).

The relationship between work-stress to organizational commitment has yet to be examined, although Schmidt (2007) noted that when work commitment is high, work-stress is unrelated to burnout; thus, we examined whether the variables were related to each other in this study. According to Social Exchange Theory, when POS is high, staff feels obligated to reciprocate the support, which is referred to as organizational commitment, or the strength of staff identification with and involvement in an organization (Porter, Steers, Mowday, & Boulian, 1974). In confirmation of this theory, robust associations have been reported between POS (and supervisor support) and organizational commitment, as evidenced by more regular work attendance in hospital workers (Settoon, Bennett, & Liden, 1996).

Objectives

Following objectives have been formulated for the current study:

1. To test the significance of the relationship between Organizational support and job satisfaction among employees.
2. To test the significance of the relationship between organizational commitment and job satisfaction among employees.
3. To test the significance of the relationship between organizational support and organizational commitment.

Hypotheses

Following hypotheses have been formulated for the current study:

1. There is no significant relationship between Organizational support and job satisfaction among employees.
2. There is no significant relationship between organizational commitment and job satisfaction among employees.
3. There is no significant of the relationship between organizational support and organizational commitment.

Variables

Independent variables

1. Organizational Support
2. Organizational commitment

Dependent Variables

1. Job satisfaction

Method

Sample and Sampling:

Participants for the present study have been selected from branches of various banks in district Meerut. Total 120 participants were selected with purposive sampling method.

Research Design

In this ex-post facto research design correlational analysis among job satisfaction organizational support and organizational commitment has been conducted.

Tools for Data Collection

1. Global Job Satisfaction Scale: Job satisfaction was assessed using the 5-item version of Konrad et al.'s (1999) Global Job Satisfaction Scale. Employees rating has been taken from 1 (completely disagree) to 5 (completely agree). High scores indicate greater job satisfaction. The scale has high internal consistency with Cronbach's alphas ranging from .82 to .88, and good content, convergent and discriminant validity (Williams et al., 1999).

2. Perceived Organizational support: Organizational support was assessed using the scale of Perceived Organizational Support (POS Short Form Eisenberger et al., 1986), a 16-item 7-point scale. This scale assesses how staff feels by their organization by examining the extent to which they feel their employer would go to ensure their well-being. Employees rated their level of agreement with statements about the extent to which their organization valued them, from 1 (completely disagree) to 7 (completely

agree). The scale has high internal consistency with a Cronbach’s alpha of .97 and good construct validity (Shore & Tetrick, 1991).

3. Organizational Commitment Questionnaire Organizational Commitment Questionnaire is a 5-item version of Mowday, Steers, and Porter’s (1979). This is a 5-point questionnaire (from 1 (completely disagree) to 5 (completely agree), with high scores indicating greater commitment to the organization. The scale has adequate internal consistency with Cronbach’s alphas ranging from .75 to .79, and good convergent and discriminant validity (Chiu et al., 2005). In this study, internal consistency for the scale was adequate with a Cronbach’s alpha of .72.

Organization and Analysis of Data

As the first objective of the study was to discover the relationship between job satisfaction and organizational support, by using pearson product-moment correlation method result has been obtained shown in following table:

Correlations

		Job Satisfaction	Organizational Support
Job Satisfaction	Pearson Correlation	1	.581**
	Sig. (2-tailed)		.000
Organizational Support	Pearson Correlation	.581**	1
	Sig. (2-tailed)	.000	

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

This table indicates a strong positive correlation between job satisfaction and organizational support as the value of correlation is .58, which is significant at 01 level. On the basis of this finding it can be said that the level of satisfaction on job increased as the support by organization is facilitated. So it is very important that for organization to support their employees to enhance their sense of satisfaction related to job.

Further to test the second hypothesis correlation has been calculated between job satisfaction and organizational commitment, which has been shown in the following table

Correlations

		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	.561
	Sig. (2-tailed)		.000
Organizational Commitment	Pearson Correlation	.561**	1
	Sig. (2-tailed)	.001	

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

By observing the above table, it can be said that job satisfaction possess a strong positive correlation with organizational commitment too, as the value of correlation is .56 which has been found significant at .01 level.

For the testing of third hypothesis calculation for correlation-coefficient has been conducted between organizational commitment and organizational support. Obtained correlational value has been shown in the following table:

		Organizational Commitment	Organizational Support
Organizational Commitment	Pearson Correlation	1	.296
	Sig. (2-tailed)		.001
Organizational Support	Pearson Correlation	.296**	1
	Sig. (2-tailed)	.001	

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

A strong positive correlation can be seen as the value of correlation is .29 and significant at .01 level. It means that as the organizational commitment is high, organizational support given to the employees would also be high. And because both the construct are positively correlated with job satisfaction, so will be with the level of satisfaction in relation with their job for employees. This finding is fully consistent with the results of study of Einar B. Thorsteinsson (2014). Findings of some other studies also support the present study result. Ahmad (2011) found perceived organisational support was significantly related to extrinsic job satisfaction. Wu and Hataik (2011) conducted a study on hotel industry. The findings suggest that perceived organizational support has positively significant effects on job satisfaction and organizational commitments while job performance did not reach the significant level.

Conclusion, Limitations and the Implication of the Study

Obtained correlation-coefficient among all variables in this study demonstrates that organizational support and organizational commitment are the significant factors in job satisfaction, which is an essential condition for mental health productivity and success of employees and organizations.

Limitations

1. Sample could be enlarged and much more representative.
2. Alternative sampling procedure could be applied.
3. Some other variables like locality, educational and economical status and designation of employees could be taken into consideration.
4. Some other alternative statistics could be implied to have much more insight into

phenomenon.

Implication

As we know well that with rapid development of technology and changing social and working environment contentment or satisfaction with work is very important for well-being in all spheres. Studies and discoveries related to job satisfaction can be proved significant for well-being, not only in working life but in personal life also.

References

- Blum, M.L., & Naylor, J.G. (1968). *Industrial psychology: Its theoretical social foundation*. New Delhi: CBS Publishers.
- Bourbonnais, R., Comeau, M., & Vézina, M. (1999). *Job Strain and Evolution of Mental Health among Nurses*. *Journal of Occupational Health Psychology*, 4, 95-107.
- Chiu, C. K., Chien, C. S., Lin, C. P., & Hsiao, C. Y. (2005). *Understanding Hospital Employee Job Stress and Turnover Intentions in a Practical Setting: The Moderating Role of Locus of Control*. *Journal of Management Development*, 24, 837-855.
- Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). *The Relationship of Organizational Politics and Support to Work Behaviors, Attitudes, and Stress*. *Journal of Organizational Behavior*, 18, 159-180.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). *Perceived Organizational Support*. *Journal of Applied Psychology*, 71, 500-507.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). *Perceived Organizational Support*. *Journal of Applied Psychology*, 71, 500-507.
- Folkman, S., Lazarus, R. S., Pimley, S., & Novacek, J. (1987). *Age Differences in Stress and Coping Processes*. *Psychology and Aging*, 2, 171-184.
- Konrad, T. R., Williams, E. S., Linzer, M., McMurray, J., Pathman, D. E., Gerrity, M., Douglas, J. et al. (1999). *Measuring Physician Job Satisfaction in a Changing Workplace and a Challenging Environment*. *Medical Care*, 37, 1174-1182.
- Kopp, M. S., Stauder, A., Purebl, G., Janszky, I., & Skrabski, A. (2008). *Work-Stress and Mental Health in a Changing Society*. *European Journal of Public Health*, 18, 238-244.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). *The Measurement of Organizational Commitment*. *Journal of Vocational Behavior*, 14, 224-247.
- Nateson, H., & Radhai, K. (1990). *Extent of job satisfaction among executives and supervisors and the factors promoting job satisfaction*. *Journal of the Indian Academy of Applied Psychology*, 16, 49-52
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). *Organizational Commitment, Job Satisfaction, and Turnover among Psychiatric Technicians*. *Journal of Applied*

Psychology, 59, 603-609.

Schmidt, K. H. (2007). *Organizational Commitment: A Further Moderator in the Relationship between Work-Stress and Strain?* *International Journal of Stress Management*, 14, 26-40.

Settoon, R. P., Bennett, N., & Liden, R. C. (1996). *Social Exchange in Organizations: Perceived Organizational Support, Leader-Member Exchange, and Employee Reciprocity.* *Journal of Applied Psychology*, 81, 219-227.

Shore, L. M., & Tetrick, L. E. (1991). *A Construct Validity Study of the Survey of Perceived Organizational Support.* *Journal of Applied Psychology*, 76, 637-643.

Singh, S., & Pestonjee, D.M. (1990). *Job satisfaction, job involvement and participation amongst different categories of bank employees.* *Journal of Indian Academy of Applied Psychology*, 16, 37-43.

Thorsteinsson, E. B., & Brown, R. F. (2009). *Mediators and Moderators of the Stressor-Fatigue Relationship in Non-Clinical Samples.* *Journal of Psychosomatic Research*, 66, 21-29.

Vermeulen, M., & Mustard, C. (2000). *Gender Differences in Job Strain, Social Support at Work, and Psychological Distress.* *Journal of Occupational Health Psychology*, 5, 428-440.

Williams, E. S., Konrad, T. R., Linzer, M., McMurray, J., Pathman, D. E., Gerrity, M., Douglas, J. et al. (1999). *Refining the Measurement of Physician Job Satisfaction: Results from the Physician Work life Survey.* *Medical Care*, 37, 1140-1154.

Zhang, Y. J., Shi, Y. J., Wang, Z. Q. et al. (2005). *Moderator Effect of Social Support and Coping Style on Relationship between Stress and Depression.* *Chinese Mental Health Journal*, 19, 655-658.