

## PERCEIVED ORGNIZATIONAL SUPPORT AND JOB SATISFACTION IN HIGHER EDUCATIONAL INSTITUTIONS

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### Abstract

In the academic field the faculties play a central role to the learner, and without the good staff the education cannot be improved. It is very important because most of the faculties spend more time at their work place. Job satisfaction is an essential in college staffs as a result for effective teaching. The faculty who has not able to encourage his/her learners to learn rests dissatisfied in their own works. One of the major problems in academic field for faculties nowadays is job satisfaction which causes failure to reach the long-term goal and also decline the efficiency of his/her work. Perceived organizational support is theorized to indirectly impact employees Job satisfaction by creating a sense of obligation within individuals. The purpose of the present study was to examine the relationship among Perceived Organizational Support and job satisfaction with sample of 100 faculty members in various institutions in Coimbatore district.

**Key words: Academic field, Perceived Organizational Support, Job satisfaction**

### Introduction

Perceived Organizational Support is defined about the employees perception is about the contribution of organization are valued and associated with the well-being of employees are

also considered. Eisenberger (1986) POS is a global believes of employees is that to which extent the organization contributes their values and well-being of the employees. The important resource which influence day by day in the management especially in the education field by Mowday (1998). The organization must adopt itself to the changes in the environment during long- term work which will be creating a key competencies, development and purposeful management structure by Eisakhani (2008). Rhoades, Eisenberger & Armeli (2001) is revealed that POS that the employees have higher Perceived Organizational Support have more Job Satisfaction. Perceived organizational support contributes job satisfaction of an employees by means of satisfying socio-emotional needs by increasing aid of service and performance reward system when there is an availability Rhodes & Eisenberger (2001). Maslow (1943) said that each individual has an ultimate goal to reach self-actualisation and where other needs are met and one has to reach his/her fullest potential. Organ (1988) is defined “The behaviour of an individual is optional, is not directly or clearly recognized the reward system which promotes the aggregate effective organizations functioning”. Job satisfaction is one of the most frequently studied topics in the Educational institution and also in

management by Chelladurai (1999). Job satisfaction is nothing but the employee feelings about his/her own job. It can be generalized towards the attitude in the job, based on the different evaluation aspects to the jobs. It is an unseen, unobserved variable, intangible and a mixed of emotional feelings and beliefs of an individual's Rao (1997).

### Review of literature

**Armstrong-Stassen M (1998)** conducted a study and observed that the employees who taken more level of POS will have high level of job satisfaction as compared the same who supposed to enjoy the low level of Support from the organization. The impending report of the outcome is that Perceived organizational support can enhance the trusts, believes of an individuals, thus the employer identifies their struggles and reward to accomplish their performance. **Yang (2014)** to do the roles of faculties, from the organization they need motivation, support which is affected by the organization. The management has to create morale, and also motivate the teachers with increasing leadership, for successful faculties. The organization must aim to make the faculties to feel, trusted, motivated and respected and also to improve satisfaction within the organization. A good management encourage the workers by means of giving high compensation and also by making clarity in the path of the organization where both employer and the employee will be satisfied and also there will be increase in good outcome **Mahoney & Jones (1957)**. According to OST, the employees increase intelligence to the extent to which the management appreciates the contribution and employees and also care about their well-being also **Eisenberger et al., (2004)**. POS has various outcomes which have affective

attachment obligation to the organization have been studied **Shore and Wayne (1993)**. Job satisfaction and perceived organizational support has been positively correlated by each other and also they have an importance in developing the organization **Yoon and Thye (1999)**. "Perceived organization which experiences the support by means of attributes of organization policies, norms, actions, procedures where they concern benevolent or malevolent intent to affect the employees **Eisenberger et al., (2001)**." POS is supposed to stimulate the employees feeling of obligation which the organization supports the employees in a positive way **Rhoades and Eisenberger (2002)**. By increasing the sense of belongingness within the employees and the organization is the effective formation by **Ashforth and Mael (1989)**. Employees who are feels belonging with the organization ,they will be engaging in the works more effectively and also care the organization for achieving their goals accordingly to it by **Fasolo, Eisenberger and La Mastro (1990)**.

### Objectives of the study

- ❖ To study the demographic profile of the respondents.
- ❖ To assess the level of Perceived Organizational Support and Job Satisfaction.
- ❖ To examine the relationship between Perceived Organizational Support and Job Satisfaction.
- ❖ To examine the influence of Perceived Organizational Support and Job Satisfaction.

### Hypothesis

H01: There is no significant variation in Perceived organizational Support based on demographic variables.

H02: There is no significant variation in Job Satisfaction based on demographic variables.

H03: There is no significant association between Perceived organizational Support and Job Satisfaction.

### Methodology

The descriptive research design is used in the study. The arts and science college faculties in Coimbatore district is taken as the universe of the study. The Assistant Professors, Associate Professors, Professors are included in the study. A sample of 100 faculties was included in the study by using Multi stage sampling. Questionnaire method was adopted for the data collection. The questionnaire consists of demographic variables namely age, gender, family type, marital status, educational qualification, designation, dependents, place of living, nature of job, years of experience, monthly income, additional work in-charge, hours spent on work. Perceived Organizational Support scale was propounded by Eisenberger, Cummings, Armeli & Lynch (1997)

which consists of 8 items measured on 5 point scale. Job Satisfaction scale was given by Ricardo Pagan (2014) which consists of 8 items measured by 5 point scale. The data was analysed using mean, SD, t-test and ANOVA to analyse the data.

### Analysis and Interpretation

#### Demographic Variables

The demographic profile of the respondents shows that majority 46.1 percent belong to 23-31 years, female respondents constitute 67.6 percent, 67.5 percent are married, 61.8% them are belong to nuclear family, 98 percent have 0-5 dependents, 38.2 percent are living in rural area, 32.4 percent of them has PG with Ph.D qualification, 60.8 percent of them are assistant professors, 49 percent of their jobs are permanent, 64.7 percent of them within 10 year of experience, 94.1 percent of their salary is between 5,000-49,000, 91.2 percent have additional work-in charge at workplace within 0-5, and 89.2 percent of them are working for 8-10 hours per day.

**Table 1: Perceived Organizational Support**

Variable	Particulars	No. of Respondents	Percentage
Perceived Organizational Support	Very High	4	3.9
	High	14	13.7
	Moderate	24	23.5
	Low	60	58.8
	Total	102	100.0

Table 1 Shows that, 58.8 percent of faculties had low level of perceived organizational support, 23.5 percent of faculties had moderate level of perceived organizational support, 13.7 percent of faculties had high level of perceived organizational support, and 3.9 percent of faculties had very high level of perceived organizational support.

**Table 2: Job Satisfaction**

Variable	Particulars	No. of Respondents	Percentage
Job Satisfaction	Very High	9	8.8
	High	27	26.5
	Moderate	46	45.1
	Low	20	19.6
	Total	102	100.0

Table 2 Shows that, 45.1 percent of faculties had moderate level of Job Satisfaction, 26.5 percent of faculties had high level of job satisfaction, 19.6 percent of faculties had low level of job satisfaction, and 8.8 percent of faculties had very high level of job satisfaction.

**Table 3: Difference in Perceived Organizational Support based on Demographic Variables**

Variables	Test	Value	Result
Age & Perceived Organizational Support	ANOVA	F = 0.531 (P= 0.005)	NS
Gender & Perceived Organizational Support	T-test	P = 0.954(P= 0.005)	NS
Family type & Perceived Organizational Support	T-test	P = 0.259 (P= 0.005)	NS
Marital status & Perceived Organizational Support	ANOVA	F = 0.613 (P= 0.005)	NS
No.of.dependents & Perceived Organizational Support	T-test	P = 0.879 (P= 0.005)	NS
Place of living & Perceived Organizational Support	ANOVA	F = 0.438 (P= 0.005)	NS
Educational qualification & Perceived Organizational Support	ANOVA	F =0.279 (P= 0.005)	NS
Designation & Perceived Organizational Support	ANOVA	F = 0.289 (P= 0.005)	NS
Nature of job & Perceived Organizational Support	ANOVA	F = 0.582 (P= 0.005)	NS
No.of.years of service & Perceived Organizational Support	ANOVA	F = 0.816 (P= 0.005)	NS
Monthly income & Perceived Organizational Support	ANOVA	F = 0.248 (P= 0.005)	NS
No.of.additional work incharge & Perceived Organizational Support	T-test	P = 0.057 (P= 0.005)	NS
Hours spent on work & Perceived Organizational Support	T-test	P = 0.859 (P= 0.005)	NS

NS- Not Significant

S - Significant at 0.05 level

Table 3 reveals that, none of the demographic variable is significant with Perceived Organizational Support among the faculties.

**Table 4: Difference in Job Satisfaction based on Demographic Variables**

Variables	Test	Value	Result
Age & Job Satisfaction	ANOVA	F = 0.896 (P= 0.005)	NS
Gender & Job Satisfaction	T-test	P = 0.556 (P= 0.005)	NS
Family type & Job Satisfaction	T-test	P = 0.439 (P= 0.005)	NS
Marital status & Job Satisfaction	ANOVA	F = 0.731 (P= 0.005)	NS
No.of.dependents & Job Satisfaction	T-test	P = 0.740 (P= 0.005)	NS
Place of living & Job Satisfaction	ANOVA	F = 0.341 (P= 0.005)	NS
Educational qualification & Job Satisfaction	ANOVA	F = 0.729 (P= 0.005)	NS
Designation & Job Satisfaction	ANOVA	F = 0.938 (P= 0.005)	NS
Nature of job & Job Satisfaction	ANOVA	F = 0.464 (P= 0.005)	NS
No.of.years of service & Job Satisfaction	ANOVA	F = 0.902 (P= 0.005)	NS
Monthly income & Job Satisfaction	ANOVA	F = 0.061 (P= 0.005)	NS
No.of.additional work in-charge & Job Satisfaction	T-test	P = 0.065 (P= 0.005)	NS
Hours spent on work & Job Satisfaction	T-test	P = 0.966 (P= 0.005)	NS

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NS- Not Significant

S - Significant at 0.05 level

Table 4 reveals that, none of the demographic variable is significant with Job Satisfaction.

**Table 5: Perceived Organizational Support and Job Satisfaction**

Variable	Particulars	No. of Respondents	Percentage
<b>Perceived Organizational Support and Job Satisfaction</b>	Very High	12	11.8
	High	22	21.6
	Moderate	24	23.5
	Low	44	43.0
	Total	102	100.0

Table 5 Shows that, 43.0 percent faculties had received low level of Support from the organization so they have low level of Job satisfaction.

### Hypothesis testing:

From the above table reveals that significant difference was found in Perceived organizational support based on the selected demographic variables. Hence the research hypothesis is rejected and null hypothesis is accepted. The above table it is inferred that there is no significance difference was found in Job satisfaction based on the selected demographic variables. Hence the research hypothesis is rejected and null hypothesis is accepted. The above table reveals that no significant relationship found between job satisfaction and perceived organizational support. Hence the research hypothesis is rejected and null hypothesis is accepted.

### Discussion

The study revealed that low perceived organizational support leads to moderate job satisfaction was found among the faculties in higher educational institutions. The result indicates that perceived organizational support and job satisfaction are moderately related. That if the organization support to the employees increased the satisfaction will also increase. It might be because of more importance given to the employees like, salary, compensation, bonus, less loss pays, consideration of employees feelings by the organization will also give satisfaction to the employees working in an organization. "Highly satisfied Faculties will be more innovative, motivated in environment conducive in learning" by Truell Price & Joyner (1998). The study of Rentao Miao & Heung-Gil Kim (2010) the generalizability of perceived organizational support and job satisfaction as positive correlations of employee performance. Eisenberger et al. (1986) has directly correlated perceived organizational support with job satisfaction. Organizational support theory (OST) suggests that employees form expectancies of support based on the degree to which the organization both values employees' contributions and demonstrates concern for their well-being (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Narang & Singh, 2012). The present study revealed that perceived organizational support and job satisfaction are correlated with each other. it is suggesting that if an organization really concentrates on the welfare or benefits of an employees, they will work for the benefit of an organization, So it will help the organization to achieve the goal as earlier.

### Conclusion

The study concludes that perceived organizational support and Job satisfaction of the faculties working in higher educational institutions was found to be moderate. There is no significant difference between the job satisfaction and demographic variables and perceived organizational support and demographic variables. The study concludes that lower perceived organizational support lower job satisfaction.

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