

**PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT IN
HIGHER EDUCATIONAL INSTITUTIONS**

B.V.NithiVarshini Devi, Research Scholar, Department of Social Work, Nallamuthu Gounder Mahalingam College, Pollachi

Dr.L.Ranjit, Assistant Professor and Head, Department of Social Work, Nallamuthu Gounder Mahalingam College, Pollachi

Abstract

Higher Educational institutions play a significant role in the development of the country. The key factor of educational institutions is Teachers. Teachers are the one who develop, motivate, and encourage the students in all the ways; however the motivator to retain the employee engagement is differ. Nowadays one of the main problems in working environment is lack of employee engagement. Employee Engagement is highly essential at the workplace. For Employees working in the education field the support from the organization will be the booster for them to well engage in their work. This study investigates the relationship between perceived organizational support and employee engagement with the sample of 150 faculty members in various institutions in Coimbatore district.

Key words: Educational Institutions, Perceived Organizational Support, Employee Engagement

Introduction

Organizational Support states that satisfying the emotional, social, and economic needs of a person by Bilgin & Demirer (2012); Kim, Eisenberger & Baik (2016). Organization support includes appreciation for employee's, training, rewards and fairness, promotion and also positive working environment is described by Ahamed Nawaz, Muhammad Ali, and Islam (2015). Organizational Support also define as "The employees prospects from the organization is caring the employees in a comfort way" R. Eisenberger, P. Fasolo, V. Davis-LaMasreo (2014). Employee engagement is imagined as the projector factor for the organization success. The Employee engagement has the positive impact on the benefit of organization and also in the development of long-term. The latest research report released by the Gallup consulting firm showed that there are only 13% of the total workers in the world can be observed as dedicated, and the amount of employees problem in the workplace is high as 63%. Employee engagement is an asset in the relationship between the organization and its employees. An "Employee engagement" is defined as one who is fully fascinated and over joyed in their work and takes positive achievement for more reputation and interest from the organization. Rhoades and Eisenberger (2002) state the idea of exchange, where the employees feel indebted to pay the organization beyond from the expected output from them within the proper response to the favour of an organization. The Institution and the Teachers both will take into account for fulfilling their needs in exchange by Hochwarter et al., (2003). Trust is a vital component within the exchange relationship associated with Employee engagement and Organizational support. According to P.M. Blau & A.W. Gouldner (2014) Organizational Support theory elucidates that Perceived Organizational Support suggest that teachers who gained support from their organization are showed improved obligation with their organizations. Perceived Organizational Support Promotes good behaviours within the employees which can results in the better performance, more engaged and also reduces the negative behaviours such as absenteeism, employee turnover etc., Organizational Support is highly correlated with employee engagement by Kailiang Dai & Xinyu Qin (2016).

Review of literature

Eisenberger (2016) defined the concept Perceived Organizational Support as the grade to which employees believes their organization values their aids and maintain their comfort and satisfy their socio-emotional needs of the organization. D.G. Allen & Wayne et al., (2003) the involvement of employees recognition, rewards, skills designate organizational respect of their workers and

therefore knowingly related to perceived organizational support. A.W. Khan (2006) says that the social relationships care and faith helpful in management and encouraged in emotional safety, this kind of environment generates innovative manner and braveness in employees. Engagement is concept introduced by Khan (1990) to clarify how the people engaged or disengaged at workplace relatively than the employee engagement. Schaufeli et al., (2002) & Bridger (2014) Employee Engagement contains three evident variables are Vigor (high level of energy and mental stability to overcome the problem while working), Dedication refers to be strong involvement in work, feeling sense of implication, interest, motivation and importance of oneself, Absorption (being more concentrated and happily occupied in the work , and one has the difficulty in cracking oneself from the work . Cropanzano& Mitchell (2005), Nuriherachwati (2018) observed that Perceived Organizational Support does not forecast the satisfaction of career but it has a positive impact on employee engagement. Winarno& Hermana (2019) Engagement which helps to increase the performance of an employee, which improve the behaviour and achieve the goal of an organization. P. M. Blau, H. W. Macey, and B. Schneider (2014) describes Perceived organizational support as the workers who considered their organization is highly supportive to them will be emotionally attached and respond with more effective work for their organization. The engaged employees will protect the remunerations and works betterment of their organization. Shuck et al. (2011) suggested that when employees perceived their managers as supportive, they felt as if they contributed to their place of work, and experienced an appropriate level of challenge in their work; they were more likely to engage. This study concludes that perceived organizational support focuses on the employee's well-behaviour which helps to understand the activities of organization. Sweta Chauhan& Shilpa Wadhwa (2020) states Positive relationship between Perceived Organizational Support and Employee Engagement.

Objective of the Study

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

Hypothesis

H₀1: There is a significant variation in Perceived Organizational Support based on demographic variables.

H₀2: There is a significant variation in Employee Engagement based on demographic variables.

H₀3: There is a significant association between Perceived Organizational Support and Employee Engagement.

Methodology

The descriptive research design is used in the study. The 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 150 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. Employee engagement scale was given by Roof (2014) which consists of 18 items with three dimensions measured by 5 point scale. The data was analyzed 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 40.7 percent belong to 31-40 years, female respondents constitute 64.0percent, 74.0 percent are married, 57.3 percent them are belong to nuclear family , 28.7percent have 2 dependents, 38.7percent are living in rural area, 38.0 percent of them has PG with Ph.D qualification, 64.0percent of them are assistant professors,49.3percent of their jobs are Temporary, 30.7 percent of them are below 5 years of experience, 44.7 percent of their salary is below 15,000, 94.0percent have additional work-in charge at workplace, and 59.3percent of them are working for 8 and below 8 hours per day.

Table 1: Perceived Organizational Support

Variable	Particulars	No. of Respondents	Percentage
Perceived Organizational Support	Very High	25	16.7
	High	43	28.7
	Moderate	59	39.3
	Low	14	9.3
	Very Low	9	6.0
	Total	150	100.0

Table 1 shows that, 39.3 percent of faculties had moderate level of Perceived Organizational Support, 28.7percent of faculties had high level of Perceived Organizational Support, 16.7percent of faculties had very high level of Perceived Organizational Support, 9.3 percent of faculties had low level of Perceived Organizational Support, and 6.0percent of faculties had very low level of Perceived Organizational Support.

Table 2: Employee Engagement

Variable	Particulars	No. of Respondents	Percentage
Employee Engagement	Very High	23	15.3
	High	61	40.7
	Moderate	47	31.3
	Low	16	10.7
	Very Low	3	2.0
	Total	150	100.0

Table 2 shows that, 40.7 percent of faculties had moderate level of employee engagement, 40.7percent of faculties had high level of employee engagement, 15.3 percent of faculties had very high level of employee engagement,10.7percent of faculties had low level of employee engagement,2.0percent of faculties had very low level of employee engagement.

Table 3: Difference in Perceived Organizational Support (POS) based on Demographic Variables

Variables	Test	Value	Result
Age & POS	ANOVA	F= 11.489 (0.000)	S
Gender & POS	T-test	T= -6.470 (0.000)	S
Family type & POS	T-test	T= 4.107 (0.000)	S
Marital status & POS	ANOVA	F= 1.129 (0.326)	NS
No.of dependents & POS	ANOVA	F= 0.739 (0.567)	NS
Place of living & POS	ANOVA	F= 3.544 (0.031)	NS
Educational qualification & POS	ANOVA	F=5.218 (0.001)	S
Designation & POS	ANOVA	F= 6.424 (0.000)	S
Nature of job & POS	ANOVA	F= 5.658 (0.004)	S
No. of years of service & POS	ANOVA	F= 8.899 (0.000)	S
Monthly income & POS	ANOVA	F= 7.785 (0.000)	S
No. of. additional work & POS	T-test	T= -1.069 (0.287)	NS
Hours spent on work & POS	ANOVA	F= 11.365 (0.000)	S

NS- Not Significant

S - Significant at 0.05 level

Table 3 reveals that, Perceived Organizational Support is significant with Age, Gender, Family Type, Educational Qualification, Designation, Nature of Job, Years of Service, Monthly Income, No.of Additional work – In charge, Hours spent on work.

Table 4: Difference in Employee Engagement based on Demographic Variables

Variables	Test	Value	Result
Age & Employee Engagement	ANOVA	F= 10.935 (0.000)	S
Gender & Employee Engagement	T-test	T= - 4.766 (0.000)	S
Family type & Employee Engagement	T-test	F= 4.166 (0.000)	S
Marital status & Employee Engagement	ANOVA	F= 0.575 (0.564)	NS
No. of dependents & Employee Engagement	ANOVA	F= 0.660 (0.621)	NS
Place of living & Employee Engagement	ANOVA	F=1.090 (0.339)	NS
Educational qualification & Employee Engagement	ANOVA	F= 3.389 (0.011)	NS
Designation & Employee Engagement	ANOVA	F= 6.535 (0.000)	S
Nature of job & Employee Engagement	ANOVA	F= 4.980 (0.008)	NS
No. of years of service & Employee Engagement	ANOVA	F= 2.036 (0.092)	NS
Monthly income & Employee Engagement	ANOVA	F= 3.873 (0.003)	S
No. of additional work & Employee Engagement	T-test	T= -2.021 (0.045)	S
Hours spent on work & Employee Engagement	ANOVA	F= 8.760 (0.000)	S

NS- Not Significant

S - Significant at 0.05 level

Table 4 reveals that, Age, Gender, Family Type, educational qualification, Designation, Monthly Income, No. of additional In-charge, Hours spent on work is significant with employee engagement among the faculties.

Hypothesis testing:

From the above tables it can be inferred that there is a significant influence of demographic variables namely age, gender, family type, designation, years of service, monthly income and hours spent on job on the Perceived Organizational Support of the respondents. Hence the null hypothesis-1 is rejected and research hypothesis is accepted. The above table also reveals that there is significant difference was found in Employee Engagement based on the selected demographic variables age, gender, family type, designation, monthly income, additional responsibilities and hours spent on job . Hence the null hypothesis-2 is rejected and research hypothesis is accepted. The table also reveals that a significant positive relationship was found between Perceived Organizational Support and Employee Engagement. Hence the null hypothesis-3 is rejected and research hypothesis is accepted.

Discussion

The study revealed that moderate level of Perceived Organizational Support and High level of Employee Engagement was found among the faculties in higher educational institutions. When the organization provides support to the Teachers they will get motivated in their work and they will be more engaged in their work.Saks (2006), gives a strong theoretical explanation is employee engagement can be found Social Exchange Theory (SET) the interaction between each other in the state of reciprocal interdependence. (Cropanzano and Mitchell 2005) The basic principle of (SET) is the relationship grows overtime into trust, loyalty, mutual understanding both the parties stand by convinced rules of exchange. Organizational Support designates that worker who deliberate the organization high supportive are hypothetically reciprocate their transactions as more affective and they are emotionally more attached with the organization.In this present study it is revealed that organizational justice and employee engagement are positively moderately correlated with each

other. The researchers recommended that organization should provide support to the teachers so that teachers' performance may be enhanced positively.

Conclusion

This study concludes that Perceived Organizational support and Employee Engagement of the Teachers working in the Higher Educational Institutions are found to be positively related. The Demographic Variables Age, Gender, Marital status, Family Type, Educational Qualification, Designation, Nature of Job, Years of Service, Monthly Income, Hours spent on Work had a High level of significance in the relationship of Perceived Organizational Support and Employee Engagement. The Current study concludes that if the Teachers receive moderate level of Support from the Organization will be highly engaged in the work.

Reference

- Cropanzano & Mitchell (2005), Nuriherachwati (2018), The Effects of Perceived Organizational Support (POS) and Perceived Organizational Justice (POJ) on Employee Engagement (EE) of Indian Employee in Information Technology *International Journal of Recent Technology and Engineering (IJRTE)* ISSN: 2277-3878, Volume-8, Issue- 1C2, May 2019.
- D.G.Allen & Wayne et al., (2003), Relationship of Perceived Organizational Support and Employee Engagement, *Sci.Int.* ISSN 1013-5316. 2014.
- Eisenberger (2016), Perceived Organizational Support and Employee Engagement: Based on the Research of Organizational Justice and Organizational Identification. *Open Journal of Social Sciences*, Vol.4 No.12. December 2016.
- H.W.Macey, B.Schneider and P.M.Blau (2014). Relationship of Perceived Organizational Support and Employee Engagement, *Sci.Int.(Lahore)*, 26(2), 951-954, ISSN 1013-5316, 2014.
- Schaufeli et al., (2002) & Bridger (2014), The Effect of Perceived Organizational Support on Employee Engagement during covid-19 Pandemic: A An Empirical study in Vietnam, *The Journal of Asian Finance, Economics and Business*, Pg No.415 -426. Vol.8 , Issue 6.2021.
- Shuck (2011) Predictors of Employee Engagement in Public & Private Insurance Companies. *Indian Journal of Industrial Relations*, October 2015, Vol. 51, No. 2, pp. 285-299. Published by: Shri Ram Centre for Industrial Relations and Human Resources Stable URL: <https://www.jstor.org/stable/4397457>.
- Sweta Chauhan & Shilpa Wadhwa (2020), Relationship among Perceived Organizational Support and Employee Engagement: A Study of Utrakhnad. *Palarchs journal of Archeology of Egypt*. 2020.
- Winarno & Hermana (2019) Organizational Support Affect Lecturer Performance in Higher Education, *International Journal of Science and Management Studies (IJSMS)* E-ISSN: 2581-5946 Volume: 3 Issue: 4 July to August 2020.