The Relationship between Perceived Organizational Support and Organizational Commitment

(Case Study: Arman Credit Institute, Golestan province, Iran)

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ABSTRACT: The aim of this study was to investigate the relationship between perceived organizational support and organizational commitment in staff of Arman credit institute in Golestan province, Iran. The research was descriptive-correlation type. 165 employees of Arman credit institute in Golestan province were participated randomly in this study. To collect data, standard questionnaires of Allen and Meyer's organizational commitment and Eisenberg's Organizational support questionnaire was used. The results showed that there was a significant positive correlation between perceived organizational support with emotional commitment, normative commitment and continuance commitment.

Keywords: Perceived organizational support, Dimensions of organizational commitment, Motivation.

INTRODUCTION

With increasing competition and the development of human resources development, organizations are trying to keep their talented employees and empower them so they can have a high performance. But, the organizations have always fear that lose their human capital, because each of its employees spend most cost to the productivity and efficiency to deliver optimal, and with the loss of valuable forces suffered a loss of skills, experience and capital that have been achieved over the years of efforts (Griff et al., 2000). It has proved that perceived support from superior is structural distinct and unique perception of perceived support of the organization. Perceived superior support is defined that the guardian of values and perceptions of well-being is concerned by a head, (Shanok & Eisenberger, 2006).

Empirical studies show that the perception of a supportive manager lead to superior levels of job, productivity ability, organizational commitment and also, the movement restrictions and less changes, less conflict of job, family and depression that in more macro level would be result in organizational effectiveness. Managers play important role in supporting the morale, motivation and sense of self-employees as well as employees feel more satisfied with their jobs and tend to stay in their jobs and continue the show (Shahbazi et al., 2008).

The leader or the supervision that valued their presence in personnel exchanges with dignity and respect and show evaluation and their interactive relationships, rational and logic acceptance in decision-making, and moral-oriented leader seen by employees as wisdom (Golparvar et al., 2011). Perceived organizational support is considered as a result of the relationship between staffs and the organization. The basis of this relationship is rooted in a variety of interactions between employees and the organization. Over time, the amount of support that the organization shows, it creates a sense of obligation to compensate this support in employees. According
to the theory of social exchange, exchange relationship form between the two sides beyond economic exchange and is included social interaction. Thus, this study seeks to answer the question whether there is significant correlation between the perceived organizational support and organizational commitment intention.

METHODOLOGY

The research was descriptive-correlation type. 165 employees of Arman credit institute in Golestan province were participated randomly in this study according to Morgan table. Organizational commitment and organizational commitment were the independent and dependent variable, respectively. The study was performed after describing in detail to participants the introductory remarks about the gauges and the purpose of the test, how to response to tests. It can be noted that regarding to ethical considerations, they were assured that the information will be used only in the research and be protected from any abuse after obtaining the consent of the people and giving the necessary knowledge. Following questionnaires were used to measure the variables.

Questionnaire of Meyer and Allen (1991) with 18 questions (for each of the five dimensions of commitment items and standard questionnaire of Kolarly (1984) with four questions were used in order to measure perceived organizational support (Darmi et al., 2012). Questionnaires were completed based on Likert five options (1 = strongly disagree to strongly agree = 5). The validity of the questionnaire was confirmed by experts and professors. The reliability of the method was determined using Cronbach's alpha. That first, 30 questionnaires were distributed and then collected among the samples. Cronbach's alpha coefficients were 0.93 and 0.79 for the questionnaire for organizational commitment and perceived organizational support, respectively which shows the desirable reliability of measuring instruments. Structural equation analysis was used to analyze the data.

RESULTS

Table 1 shows the mean and standard deviation of variables.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>SD</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational support</td>
<td>165</td>
<td>2.00</td>
<td>5.00</td>
<td>3.9867</td>
<td>0.5402</td>
<td>0.292</td>
</tr>
<tr>
<td>Emotional commitment</td>
<td>165</td>
<td>1.00</td>
<td>5.00</td>
<td>3.0997</td>
<td>0.9982</td>
<td>0.996</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>165</td>
<td>1.00</td>
<td>5.00</td>
<td>3.3611</td>
<td>0.6722</td>
<td>0.452</td>
</tr>
<tr>
<td>Continued commitment</td>
<td>165</td>
<td>1.00</td>
<td>5.00</td>
<td>3.7290</td>
<td>0.7348</td>
<td>0.540</td>
</tr>
</tbody>
</table>

The results of Kolmogorov-Smirnov test showed normal distribution of the data (p> 0.05). The results of the analysis are presented in Table 2. The results showed that path coefficient was -0.69 for perceived organizational support and emotional commitment. T-statistic for this coefficient was also -6.99 that the value was obtained above the threshold of 1.96. Therefore, there was a significant negative correlation between perceived organizational support and emotional commitment. The relationship path coefficient was -0.53 between perceived organizational support and normative commitment.

T-statistic was also 5.19 for this coefficient that its value was obtained above the threshold of 1.96. Therefore, there was a significant positive correlation between perceived organizational support and normative commitment. Other results showed that the path coefficient between continuous commitment and perceived organizational support was 0.51. T-statistic for this coefficient was also 5.14 that its value was obtained above the threshold of 1.96. So, we can say that there was a significant positive correlation between perceived organizational support and continuous commitment.
Table 2. The results of positive correlation and significant coefficients.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Sign</th>
<th>Path coefficient</th>
<th>t-statistic</th>
<th>Test result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational support---- Emotional commitment</td>
<td>P.O.S.----A.C.</td>
<td>0.69</td>
<td>6.69</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Organizational support------ Normative commitment</td>
<td>P.O.S.---- N.C.</td>
<td>0.53</td>
<td>5.19</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Organizational support- ----- intention to leave</td>
<td>P.O.S.---- C.C.</td>
<td>0.51</td>
<td>5.14</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

DISCUSSION AND CONCLUSION

The aim of this study was to investigate the relationship between perceived organizational support and organizational commitment in staff of Arman credit institute in Golestan province, Iran. The results showed that there was a significant positive correlation between perceived organizational support with emotional commitment, normative commitment and continuance commitment. It can be said that how staff understand more support from organization and want to give values for their presence and participation and concern the welfare and happiness of them, they will have more committed to the organization and to feel more connected with the organization, they will be less likely to leave the organization.

Among the three dimensions of organizational commitment, emotional commitment has shown higher correlation with perceived organizational support, i.e. perceived organizational support is more than a feeling of debt and the obligation to stay in the organization (normative commitment) or feel compelling to stay (continuous commitment) to staffs, will create a sense of belonging and attachment (emotional commitment) on the staff. These obtained results were consistent with results of Doaii and Borjali-pour (2010).

However, regard to the recent trends of downsizing organizations, the labor relations have been changed dramatically in the past three decades, and some organizations prefer to pay lower salaries and expected less commitment from their employees, however, many organizations seek high performance and human resources strategies to increase organizational commitment to their employees to be more economic benefit to an end. In fact, commitment from view consider as key for competitive advantage. In this view, organizational commitment as the heart of modern human resource management distinguishes it from the traditional form of staffs' management. For this reason, organizations should be looking at ways to enhance our employees' commitment to their organization. At a glance, we can say that organizational commitment has the most roles directly to the desire to stay and turnover and as reverse in increase or powerful.

This is due to the commitment, the commitment that revolves around a sense of worth and respect for the work and a sense of belonging to the company in the public interest through the effective organization and strong rounder. An organization that strengthens a sense of pride in their staff, they raise the level of organizational commitment. Among, the impacts of perceived organizational support, organizational commitment is considered in many studies that some of them are presented in the table below and all have approved the positive relationship between these two variables. In most of these studies, an emotional commitment among the three dimensions of organizational commitment has been used to measure Organizational commitment because most of researchers identify emotional aspects of organizational commitment to employees' feelings in the shared values of the organization. Many studies have supported the positive relationship between perceived organizational support and commitment emotional (Doaii & Borjali lou, 2010).

In the research, Doaii and Borjali lou (2010) stated that perceived organizational support lead to reduce the desire to leave through its impact on the three dimensions of organizational commitment. The results suggested that staffs who feel organization support them a lot; most likely have a sense of their duty to respond to organizational support. It also suggests that organizations with good human resource management policies such as compensation, promotion, job promotion, self-employment, and education lead to increase their commitment.

REFERENCES


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